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# **Salaries, Compensation and Benefits in Customer Service**



## SALARIES, COMPENSATION AND BENEFITS IN CUSTOMER SERVICE

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# SALARIES, COMPENSATION, AND BENEFITS IN CUSTOMER SERVICE

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# SALARIES, COMPENSATION, AND BENEFITS IN CUSTOMER SERVICE

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## I INTRODUCTION

- This study into a sensitive area covers the U.K., France, Germany, Belgium and the Netherlands. Insufficient data was obtained from other European countries to permit meaningful analysis.
- Salaries, fringe benefits, working hours and holiday entitlement can all be influenced by government legislation or informal, government-inspired "norms". Such government activity lies outside the scope of this study.
- Data was obtained through personal interviews and response to a mailed questionnaire (Appendix A). This data was augmented by information provided as part of INPUT's annual field service vendor survey.
- In all, data was obtained from some 47 companies in Europe, including 29 in the U.K., ten in France, five in Germany, two in the Netherlands, and one in Belgium.
- Where intercountry comparisons have been made, the latest available European Economic Community (EEC) statistics have been used. The effective dates of these statistics vary, but generally the latest published in full are the final quarter of 1983, with index updates for 1984.



## II EXECUTIVE SUMMARY

- Users in Europe are generally pleased with the quality of service engineers supporting their sites. Asked to rate quality on a one-to-ten scale, results ranged from a low of 7.3 in the U.K. to a high of 7.8 in Belgium.
- Service management does not come out quite so well, ranging from a low of 6.7 in the U.K. to 7.4 in Belgium, as shown in Exhibit II-1.
- More revealing information came from user responses to the two free-format questions: "What are the best or most positive aspects of service?" and "What really annoys you about maintenance?" A significant number of users highlighted the personal qualities of support staff as both positive and negative aspects of service. Exhibit II-2 shows the results of these free-format question responses.
- Only the U.K. registers more negative than positive comments about personnel quality, and only the U.K. and the Netherlands have significantly high levels of criticism.
- Service engineers in the U.K. and the Netherlands are generally more poorly paid than in the other surveyed countries. This is true both in terms of their relative pay (i.e., compared to the national average wage), and in comparative purchasing power terms.

## EXHIBIT II-1

### USER SATISFACTION WITH STAFF QUALITY

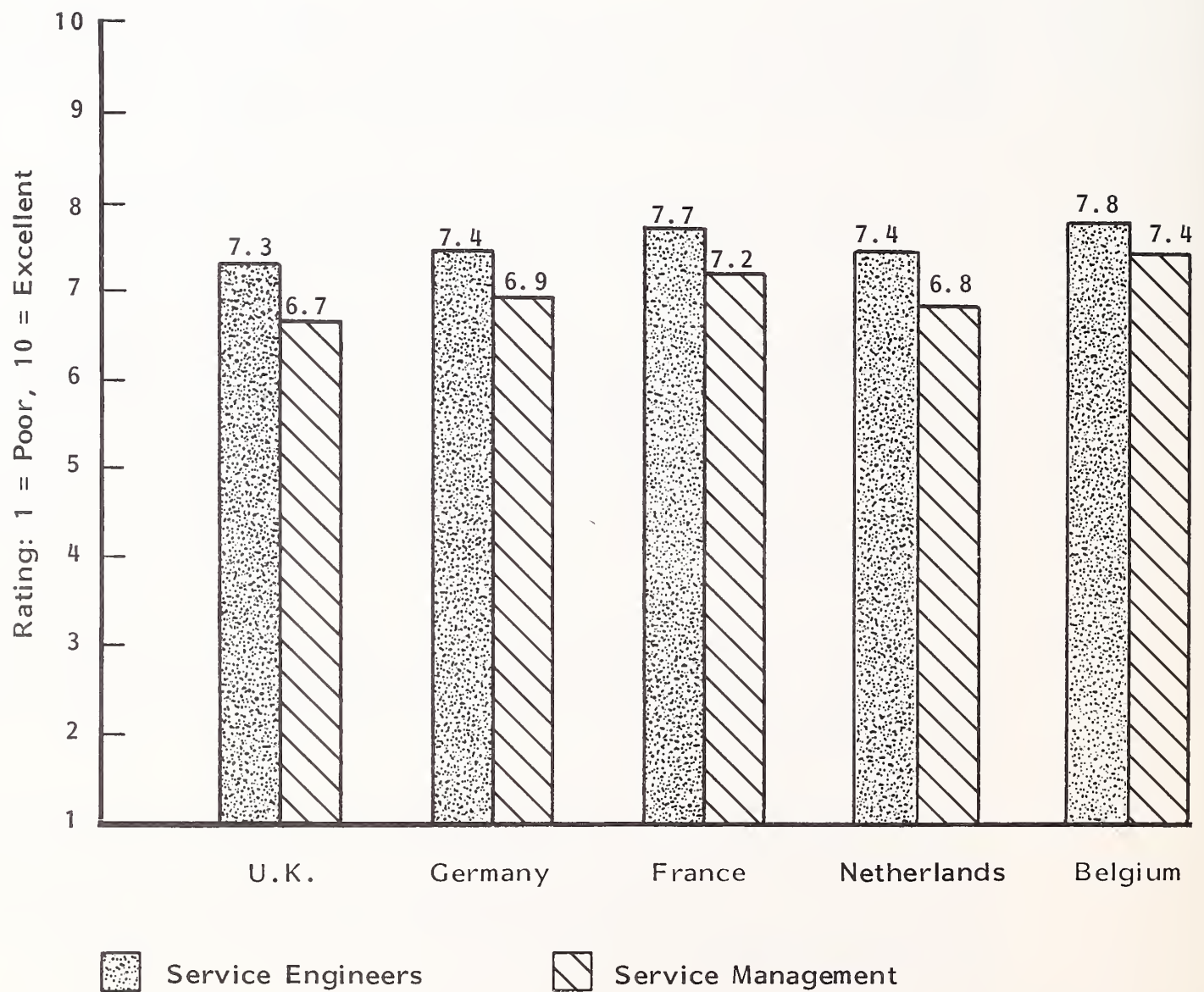
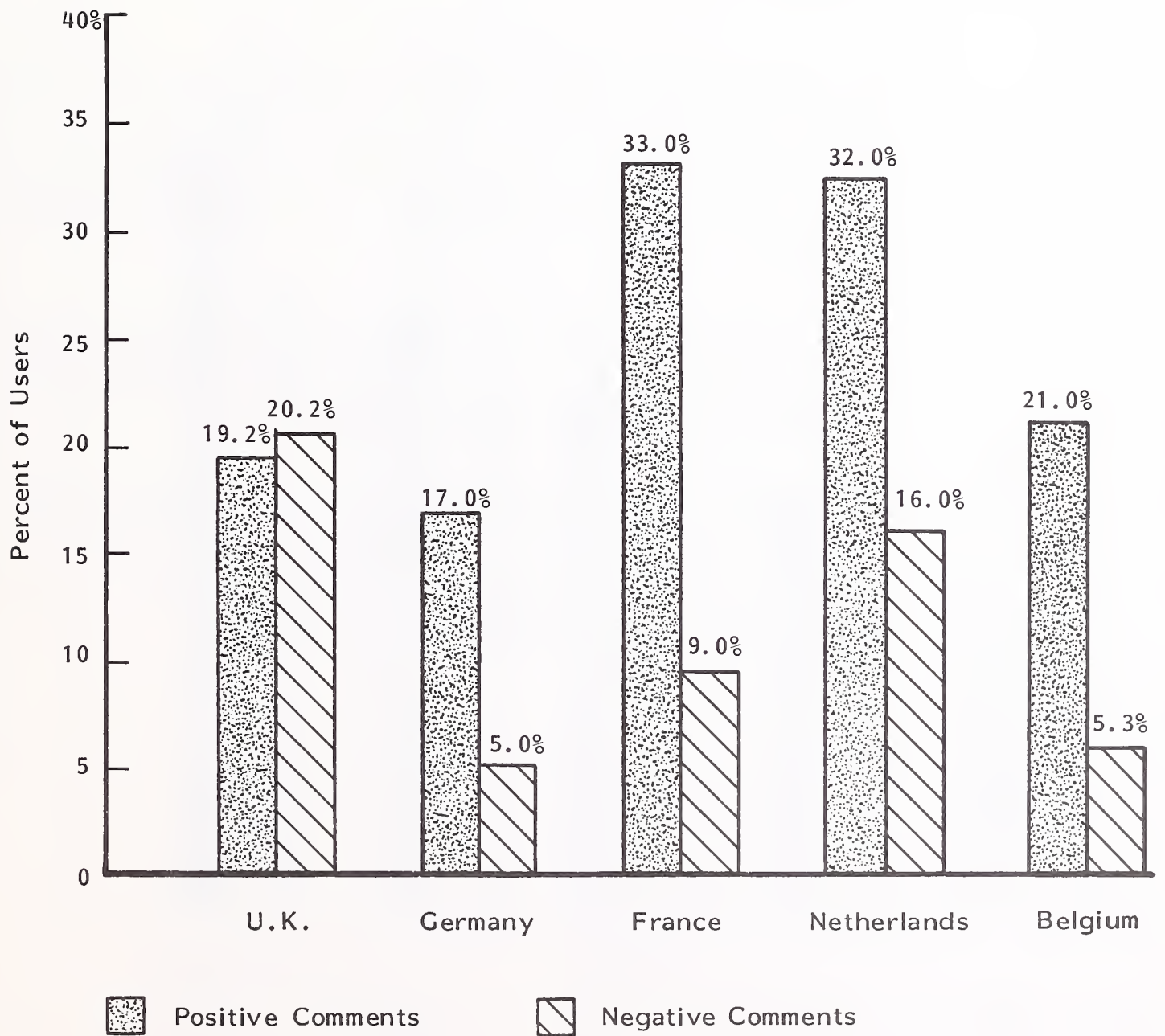


EXHIBIT 11-2

USER COMMENTS ON PERSONNEL QUALITY

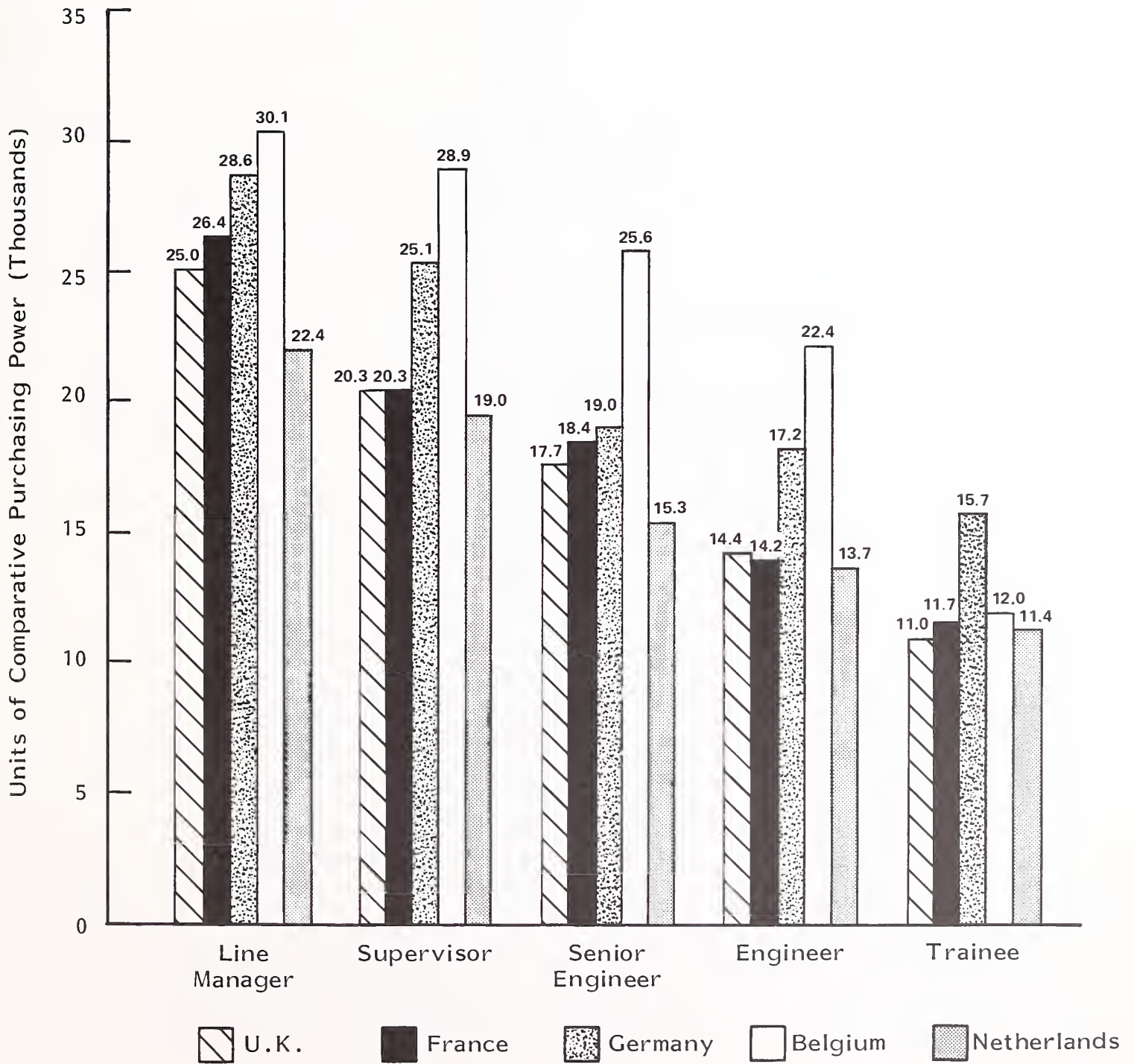


- Salaries adjusted to comparative purchasing power are shown in Exhibit II-3.
- The provision of company cars, for private as well as business use, is common in the U.K. and Germany but less so in France, where tax legislation makes it a less advantageous benefit.
- Bonus payments are more common in the U.K. than in either France or Germany.
- The standard working week is shortest in the U.K., at 37.5 hours, and longest in Germany at 40 hours. Overtime working is a fact of life in all countries, but more so in the U.K. than elsewhere. Actually, taking overtime into account, the working week varies little across the main countries.
- Share option schemes are still in their infancy, and very few staff members benefit from them. The companies in the U.K. lead the field, with 75% of them having share option schemes.
- The industry is still unsure about the customer service engineer's sales role. Although this has been highlighted as a possible method of protecting (and indeed, of enhancing) field service revenues, it is rare for commission to be paid on sales made by engineers.



# EXHIBIT II-3

## COMPARATIVE SALARIES







### III EUROPEAN COMPARISON

- Across the various European countries, users expressed different levels of satisfaction with the quality of their service engineers and service management. The differences are shown below. Figures are based on a scale of 1 = poor, 10 = excellent.

COUNTRY	SATISFACTION LEVEL	
	SERVICE ENGINEERS	SERVICE MANAGEMENT
U.K.	7.3	6.7
Germany	7.4	6.9
France	7.7	7.2
Holland	7.4	6.8
Belgium	7.8	7.4

- The figures above were given by users in response to a direct question about personnel quality. Users were also asked to highlight particular aspects of service that either pleased or aggravated them. Responses to these free-format questions covered a number of topics, but quality of support staff was a significant element.
- The quality of staff is clearly a direct reflection of the calibre of person involved. One element in the "recruitment mix" is salary; in theory, the higher the salary, the higher the quality of personnel.

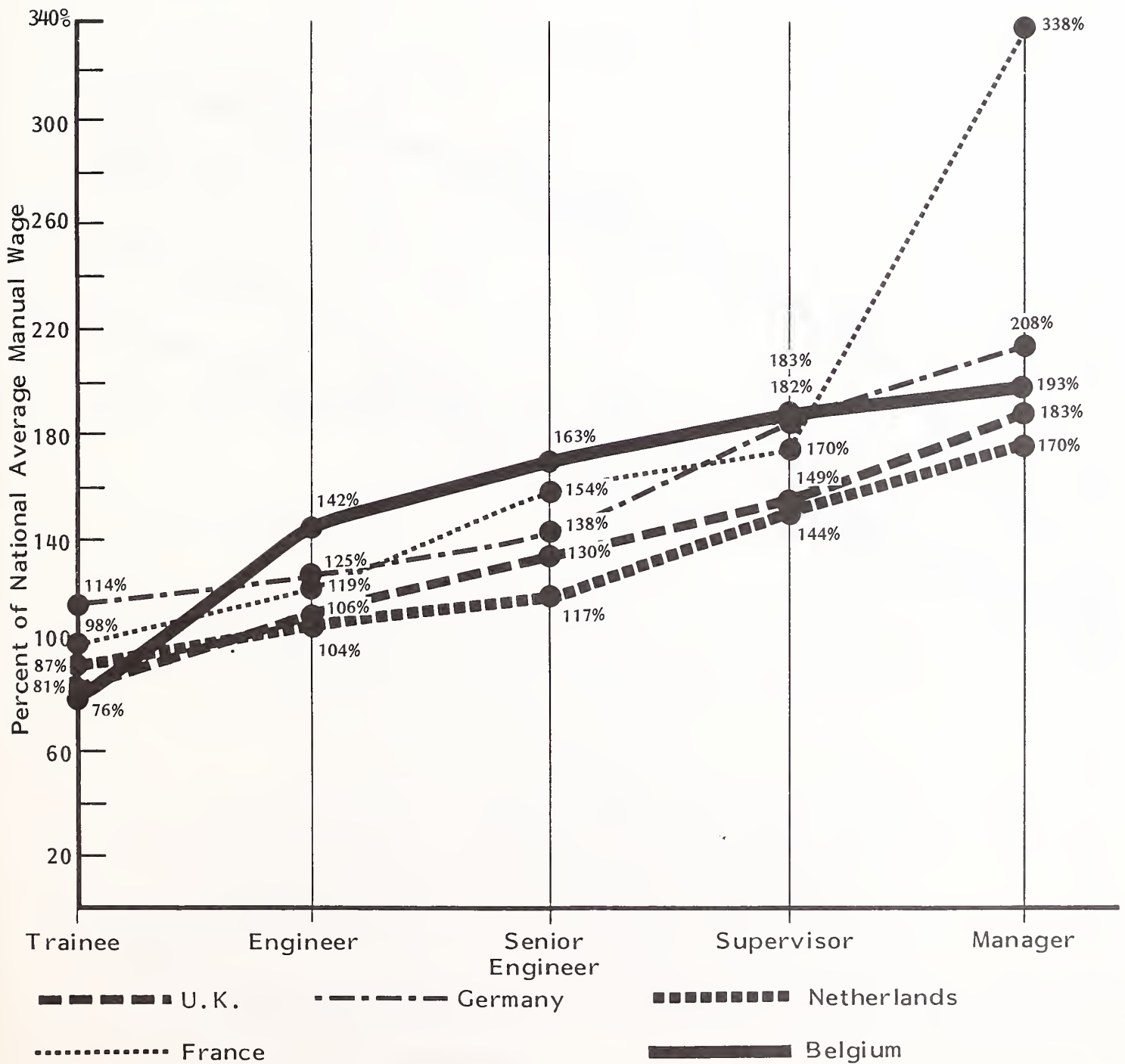
- Comparison across countries is difficult, but there are two ways to consider salaries:
  - Relative salary, i.e., the level of field service salary in relation to the national average wage.
  - Purchasing power of salary, i.e., the monetary value of a salary adjusted by the EEC purchasing power standard.
- The relative level of salary of the main jobs in field service is shown below. All figures are expressed as percentages of the national average manual wage.

JOB FUNCTION	U.K.	FRANCE	GERMANY	BELGIUM	NETHERLANDS
Director	324%	N/A	N/A	N/A	N/A
National Manager	229%	457%	N/A	N/A	N/A
Regional Manager	183%	338%	208%	193%	170%
Supervisor	149%	170%	182%	183%	144%
Senior Engineer	130%	154%	138%	163%	117%
Engineer	106%	119%	125%	142%	104%
Junior/Trainee Engineer	81%	98%	114%	76%	87%

- The two years of wage restraint in the Netherlands is evident, with field service salaries in general being relatively lower than in other European countries, as shown in Exhibit III-1.
- An alternative approach is to examine the relative purchasing power of salaries in each country. The table below shows the salaries of the main job functions adjusted to standard units of purchasing power, as illustrated in Exhibit III-2. All data are in units of common purchasing power.

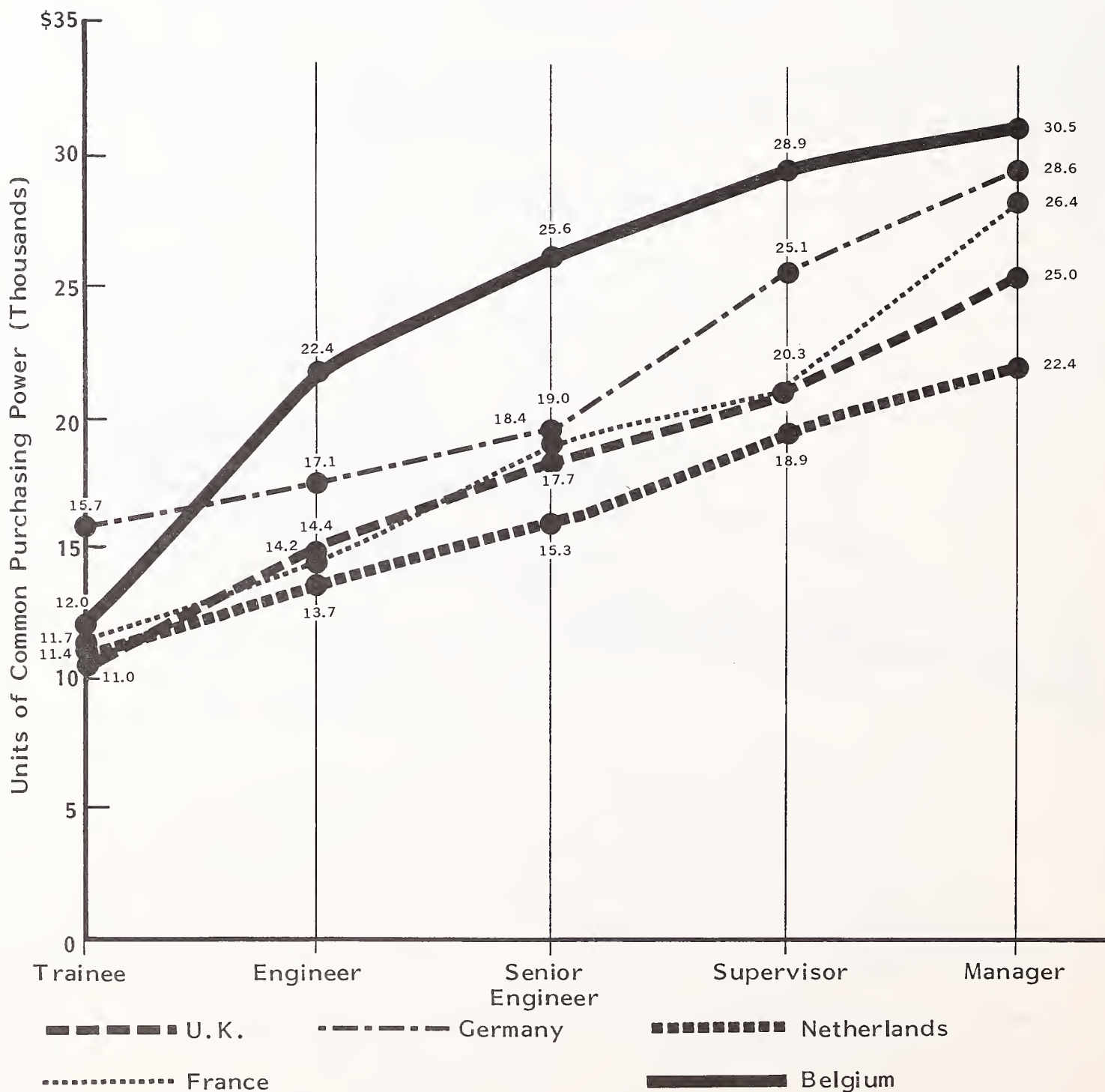
# EXHIBIT III-1

## RELATIVE LEVEL OF SALARIES



# EXHIBIT III-2

## COMPARATIVE PURCHASING POWER OF SALARIES



JOB FUNCTION	U.K.	FRANCE	GERMANY	BELGIUM	NETHERLANDS
Line Manager	24982	26365	28606	30478	22367
Supervisor	20286	20281	25082	28876	18941
Senior Engineer	17698	18409	19022	25645	15299
Engineer	14393	14197	17129	22439	13686
Trainee	10988	11700	15737	12021	11401

- Personnel in the key customer contact roles (engineers and senior engineers) in the U.K. and the Netherlands are poorly paid relative to the rest of Europe. This is true both in terms of relative salary and the common purchasing power of salaries.
- Interestingly, the Netherlands and the U.K. are also the countries whose engineers are most criticised by users. It would appear that there is a correlation between the levels of salary being paid to engineers and the service provided to users.

## A. THE UNITED KINGDOM

### I. INTRODUCTION

- In a recent survey of U.K. computer users, INPUT Ltd. found that users rated their field service engineers moderately well (7.3 on a scale of one to ten) and the quality of field service management rather less well (6.7 on the same scale).
- This good performance does, however, disguise the fact that a significant number of users are unhappy with the quality of their field service engineers. The specific complaints fall into three main categories:



- Engineers being insensitive to user needs and not understanding the commercial pressures faced by the user (7.2% of users).
- A general lack of experience and product knowledge (13.0% of users).
- Poor service caused particularly by a shortage of engineers (13.0% of users).

## 2. THE SAMPLE

- The U.K. analysis is based on replies received from 29 companies. Those replies represent a total estimated budget of \$413 million (about 285 million pounds). INPUT previously calculated the U.K. maintenance market to be \$1,130 million (about 779 million pounds), so the replies received count for some 36.5% of the market.
- In terms of personnel, the study covers more than 7,500 field service personnel at all levels from director to trainee.
- Exhibit III-3 shows the distribution of the sample by the number of customer service personnel in the responding companies.
- The sample divides almost equally between hardware manufacturers and third-party maintenance (TPM) companies: forty-eight percent of companies surveyed are TPM companies and 52% are manufacturers.

## 3. TRADE UNION MEMBERSHIP

- Exhibit III-4 shows that, in keeping with the norm in the information technology industry, trade union membership is the exception rather than the rule. This is particularly true on a company basis, since staff in 93% of companies are not unionised.



EXHIBIT III-3

ANALYSIS OF SAMPLE BY  
NUMBER OF CUSTOMER SERVICE PERSONNEL - U.K.

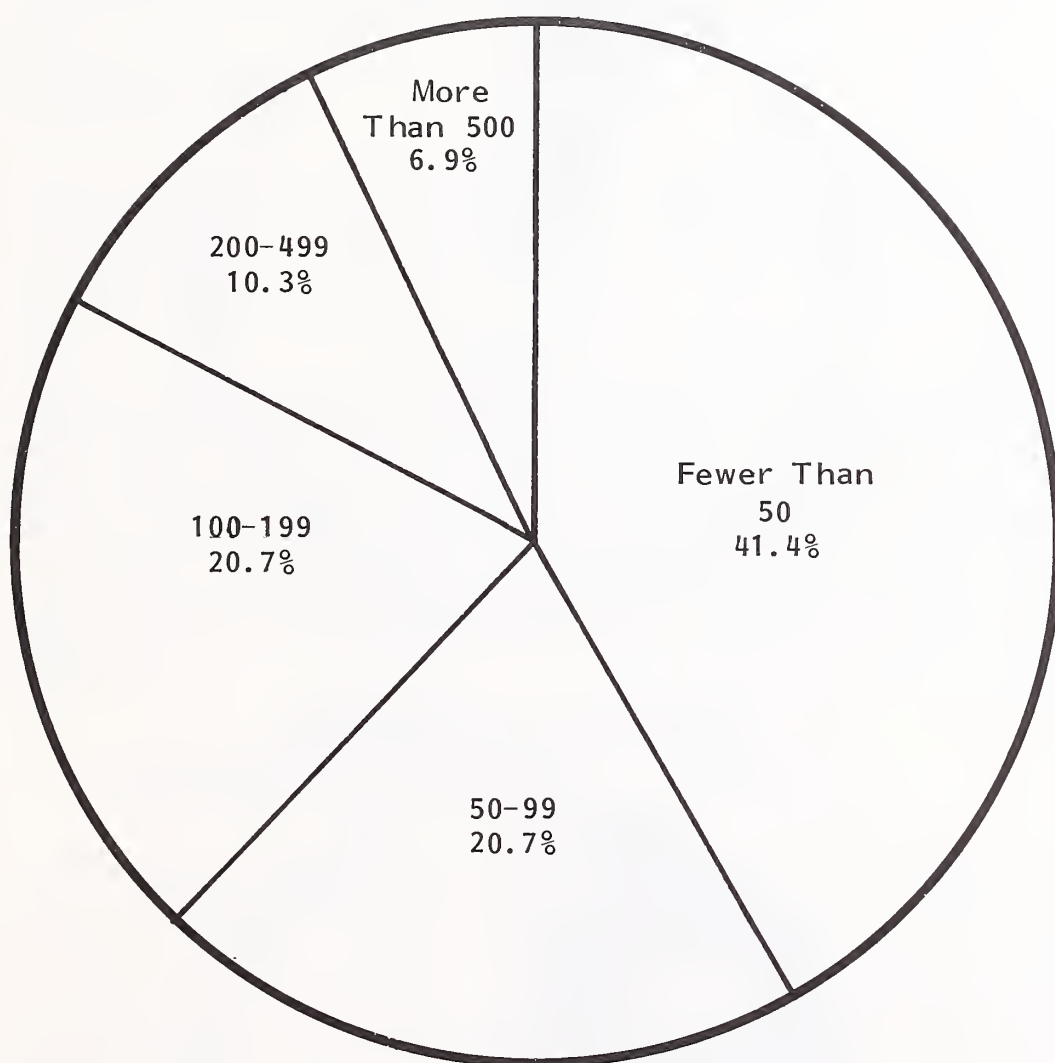
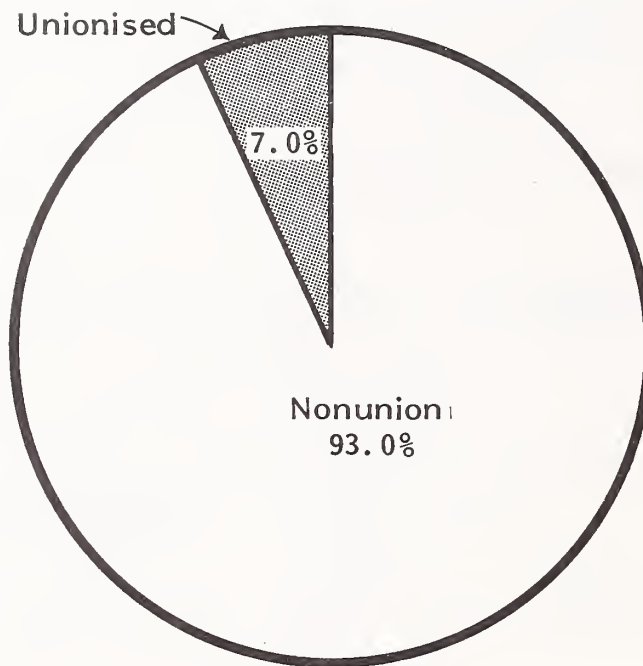


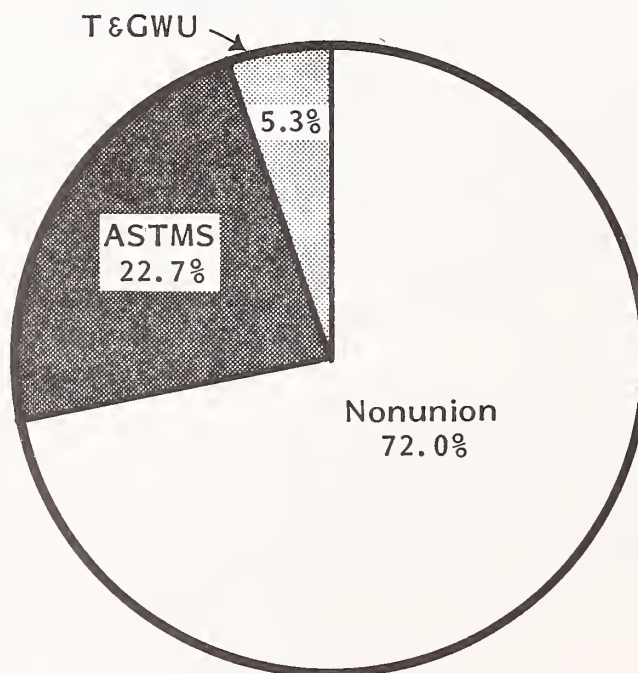
EXHIBIT III-4

TRADE UNION MEMBERSHIP - U.K.

Unionisation by Company



Unionisation by Employees



ASTMS = Association of Scientific, Technical and Managerial Staffs  
T&GWN = Transport and General Workers Union

- On an individual basis, however, the picture is rather different. Those companies that are unionised are large and cover 28% of field service employees. The only two unions involved are ASTMS (The Association of Scientific, Technical and Managerial Staffs) and, perhaps surprisingly, the Transport and General Workers Union (T&GWU). ASTMS has by far the largest membership, 81%, to the T&GWU's 19%.

#### 4. SALARY RANGES

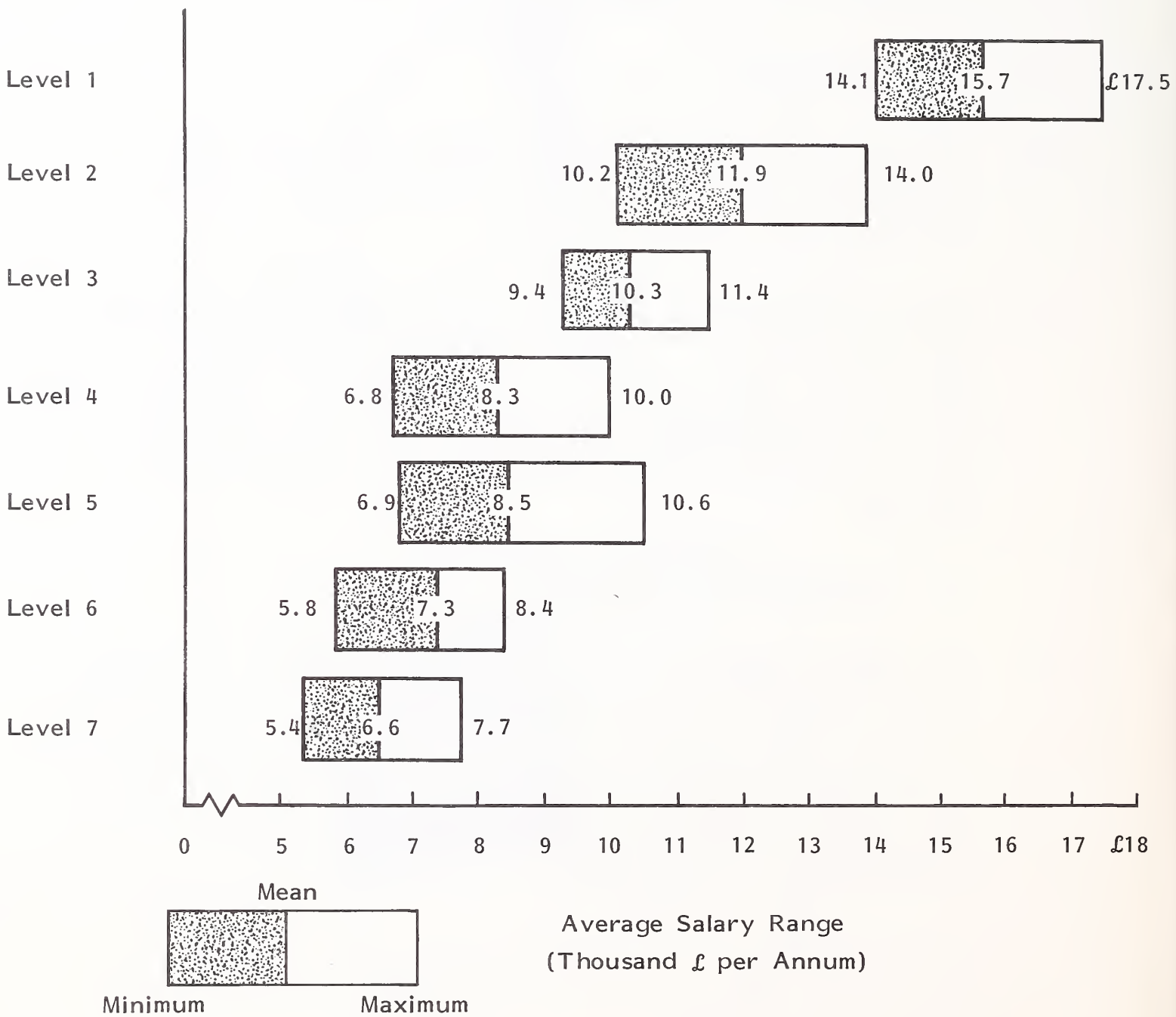
- There are two alternate methods of looking at salaries--by status in the company (that is, by organisation level) or by job function. Both are covered below, but the latter is more meaningful.
- There are significant variations in the salaries paid by different companies. These variations do not necessarily reflect the companies' ability to pay higher salaries. Several other factors--differing levels of responsibility, the total benefits package, age and/or length of service, training required, qualifications demand and geographic location--also affect salaries, causing such variations.

##### a. Salaries by Organisation Level

- The number of organisation levels is dictated by the size of the company. Smaller companies may have only three or four levels, compared to as many as seven in a larger company. Fifty percent of responding companies had four or fewer reporting levels, whereas 29% had six or seven levels. Exhibit III-5 shows the salary ranges for all levels. A more detailed analysis is shown in the table below. All data are in pounds sterling.

# EXHIBIT III-5

## AVERAGE SALARY RANGE BY ORGANISATION - U.K.



ORGANISATION LEVELS	AVERAGE			ABSOLUTE	
	MAXIMUM	MINIMUM	MEAN	MAXIMUM	MINIMUM
Level 1	17,453	14,070	15,712	45,000	8,500
Level 2	13,967	10,188	11,927	31,000	3,600
Level 3	11,359	9,385	10,332	24,000	4,500
Level 4	9,998	6,810	8,332	21,000	4,800
Level 5	10,603	6,910	8,469	14,400	4,500
Level 6	8,441	5,838	7,348	12,200	3,500
Level 7	7,673	5,373	6,564	9,400	5,250

- In this table, the organisation level represents the level in the company hierarchy, with level 1 being the most senior executive in the customer service function. Exhibit III-6 shows a typical organisation structure.

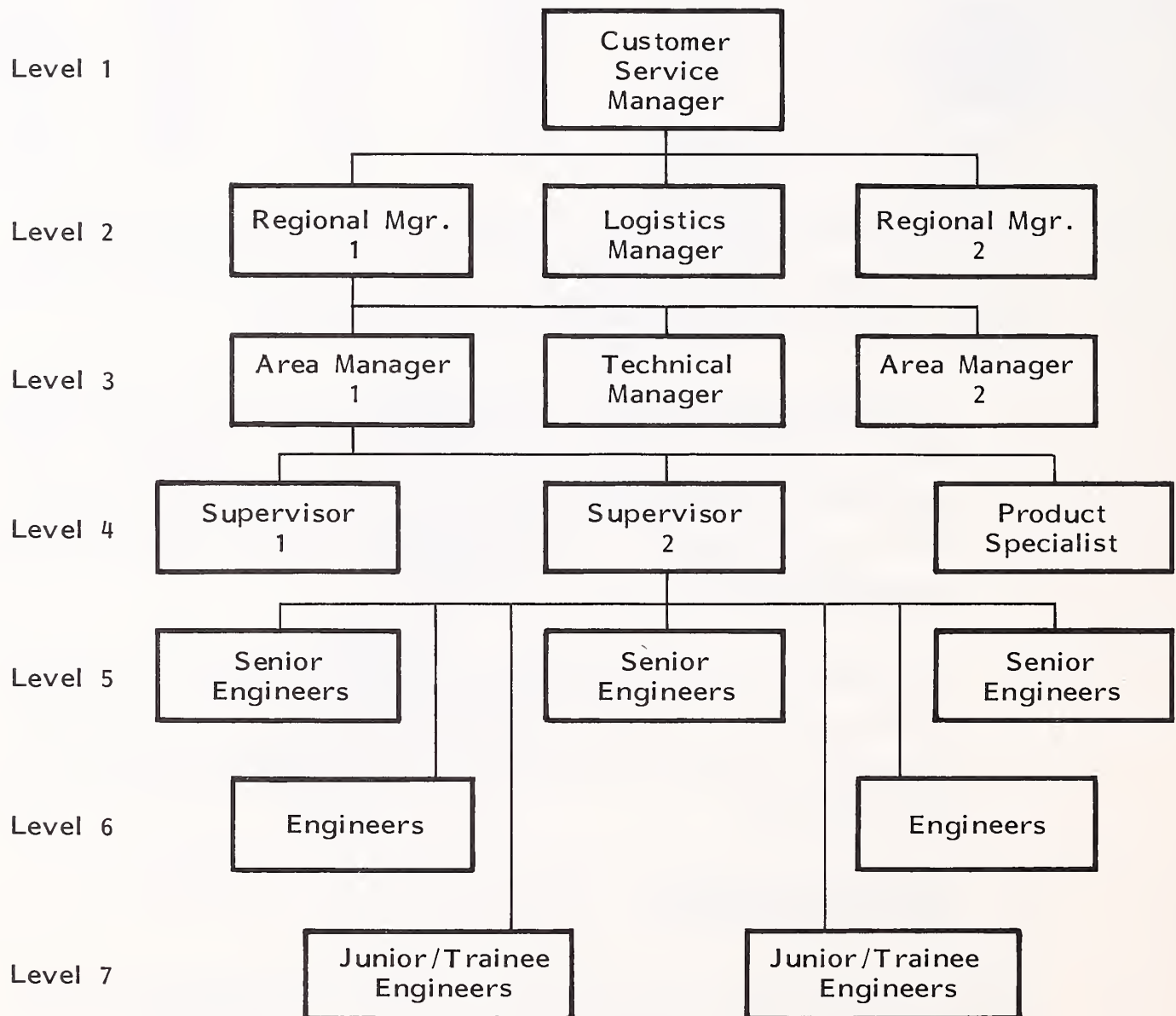
- The average figures quoted in columns one to three of the above table are the weighted averages of the data given by respondents. All companies surveyed operate a salary progression system with a grade maximum and minimum. The data has been weighted by the number of personnel in each job.
- The absolute figures in columns four and five are simply the highest maximum salary and lowest minimum salary quoted for each level. They serve to illustrate the very wide spread in salaries, especially at the senior levels.

b. Salaries by Job Function

- Titles for similar jobs vary from company to company. The following analysis has aligned all the different titles into standard ones:
  - Director.
  - National Manager.

EXHIBIT III-6

TYPICAL ORGANISATION STRUCTURE - U.K.





- Regional Manager.
  - Supervisor.
  - Senior Engineer.
  - Field Service Engineer.
  - Junior/Trainee Engineer.
- The salary range for each of these jobs is shown in the table below. All figures are in pounds sterling.

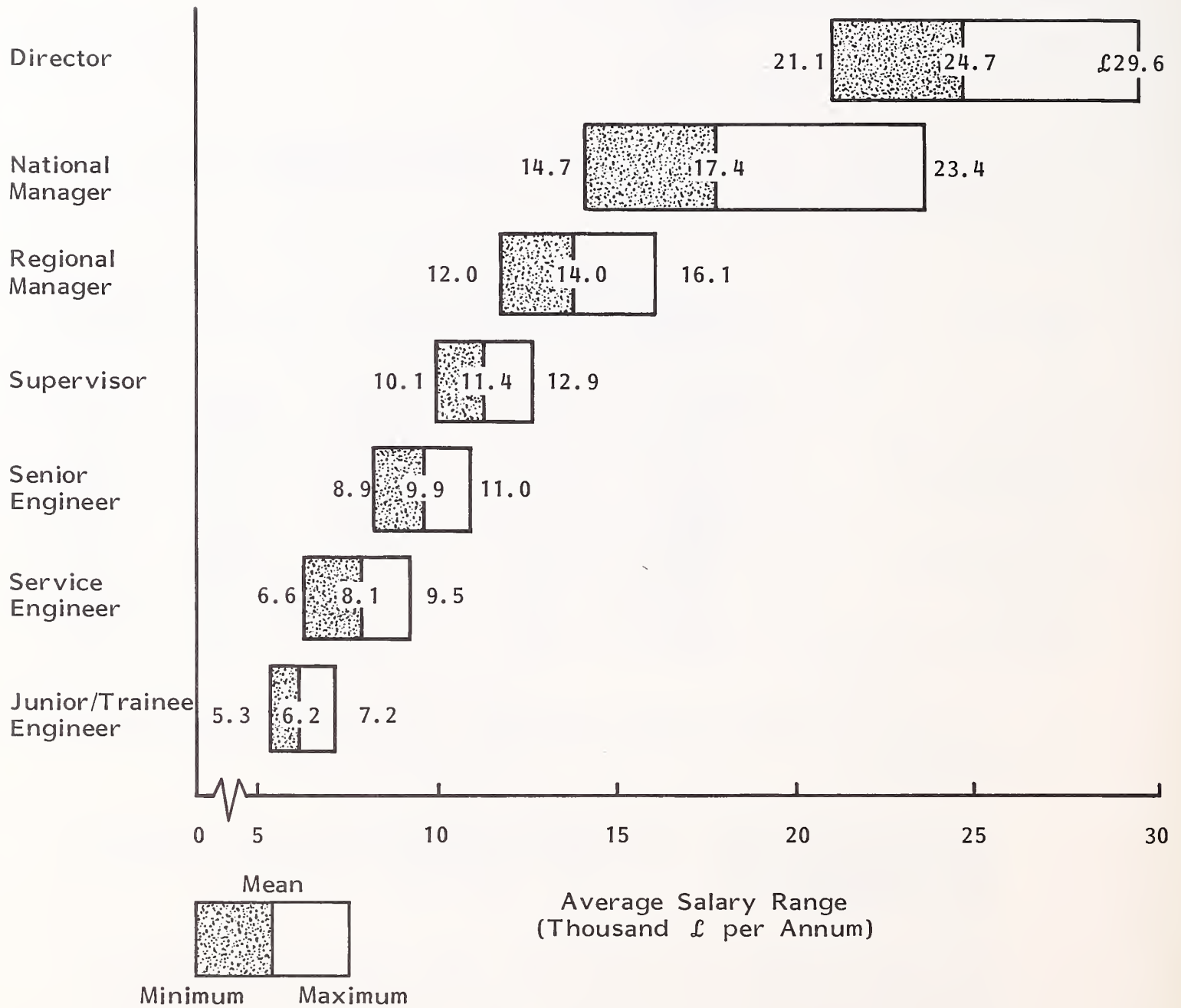
JOB TITLE	AVERAGE		MEAN	ABSOLUTE	
	MAXIMUM	MINIMUM		MAXIMUM	MINIMUM
Director	29,600	21,120	24,700	45,000	19,900
National Manager	23,440	14,728	17,438	31,000	8,500
Regional Manager	16,096	11,996	13,990	24,000	8,500
Supervisor	12,887	10,120	11,360	16,000	8,500
Senior Engineer	11,048	8,859	9,911	14,400	7,000
Engineer	9,513	6,573	8,060	12,200	6,000
Junior/Trainee Engineer	7,170	5,312	6,153	9,400	3,500

- All data in the table have been weighted by the number of people in each category.
- The mean figure in column three gives an indication of average salaries for each of the functions.
- It is very noticeable from Exhibit III-7, which presents these same data graphically, that the greatest variations in salary levels are to be found among senior executives, probably reflecting the very different levels of responsibility at that level.



# EXHIBIT III-7

## AVERAGE SALARY RANGE BY JOB FUNCTION - U.K.



c. Service Engineers' Salaries Compared to National Average Wage

- Provisional EEC statistics show that the average wage for a manual worker in the U.K. is 3.68 pounds per hour (rising to 3.85 pounds per hour including overtime). Based on an average working week of 41.3 hours (including overtime) and a 48-week working year, the average annual salary for the U.K. is 7,632 pounds.
- The mean salaries from the table show that a customer service engineer's salary is only 5.6% higher than the national average wage for manual workers, a fact that may explain some of the criticism about quality of personnel. Exhibit III-8 illustrates the relationship between customer service salaries and the national average wage.

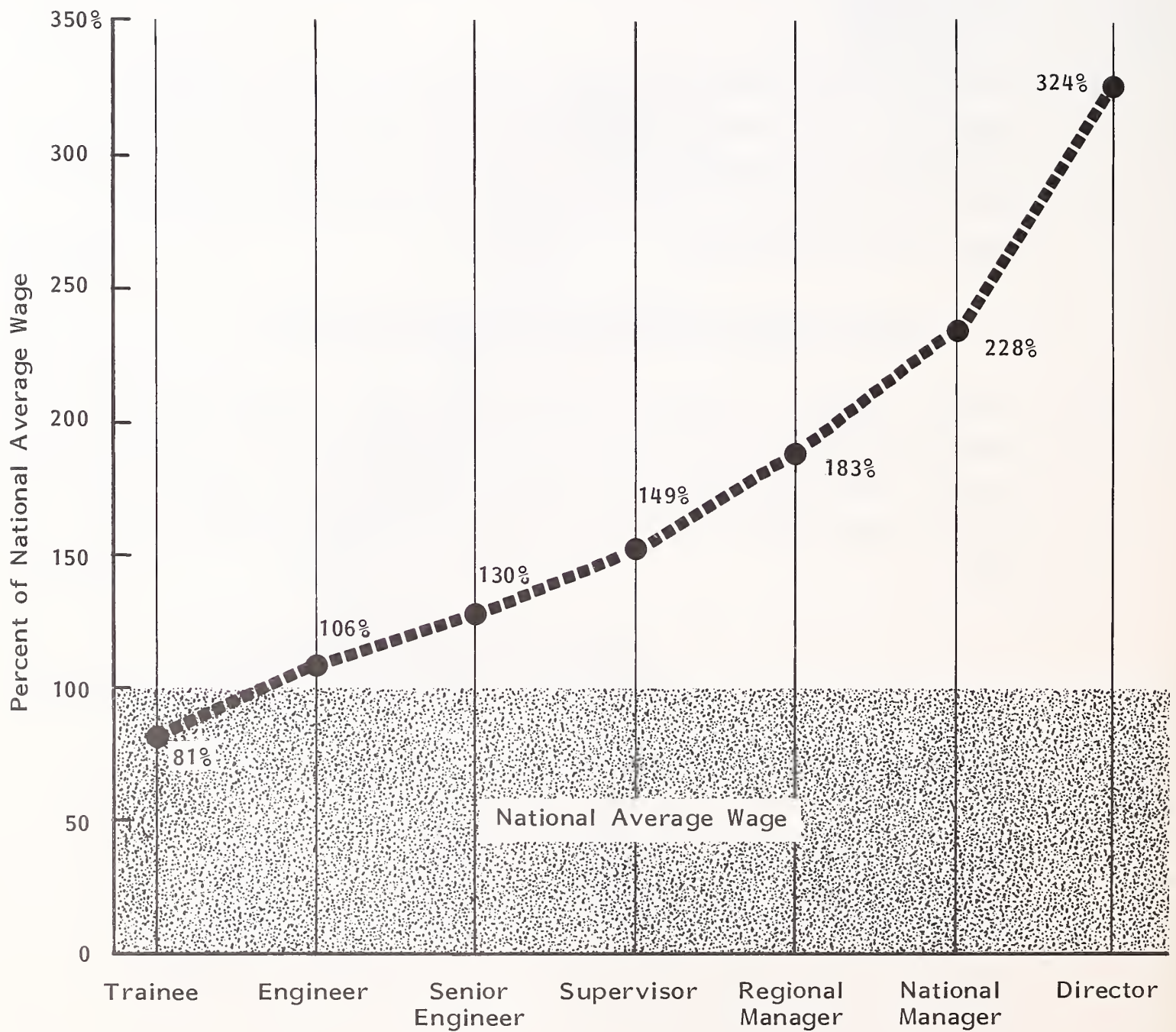
d. Engineers' Salaries--Manufacturers versus TPM Companies

- Average salaries for service engineers are higher among hardware manufacturers than at TPM companies. Exhibit III-9 shows that, although average salaries are higher among manufacturers, maximum salaries are generally higher with TPM companies. The table below also illustrates these facts.

	AVERAGE SALARY (pounds per annum)		
	MAXIMUM	MINIMUM	MEAN
<u>Senior Engineers</u>			
All	11,048	8,859	9,911
Manufacturers	10,596	9,133	10,053
TPM Companies	11,933	8,321	9,632

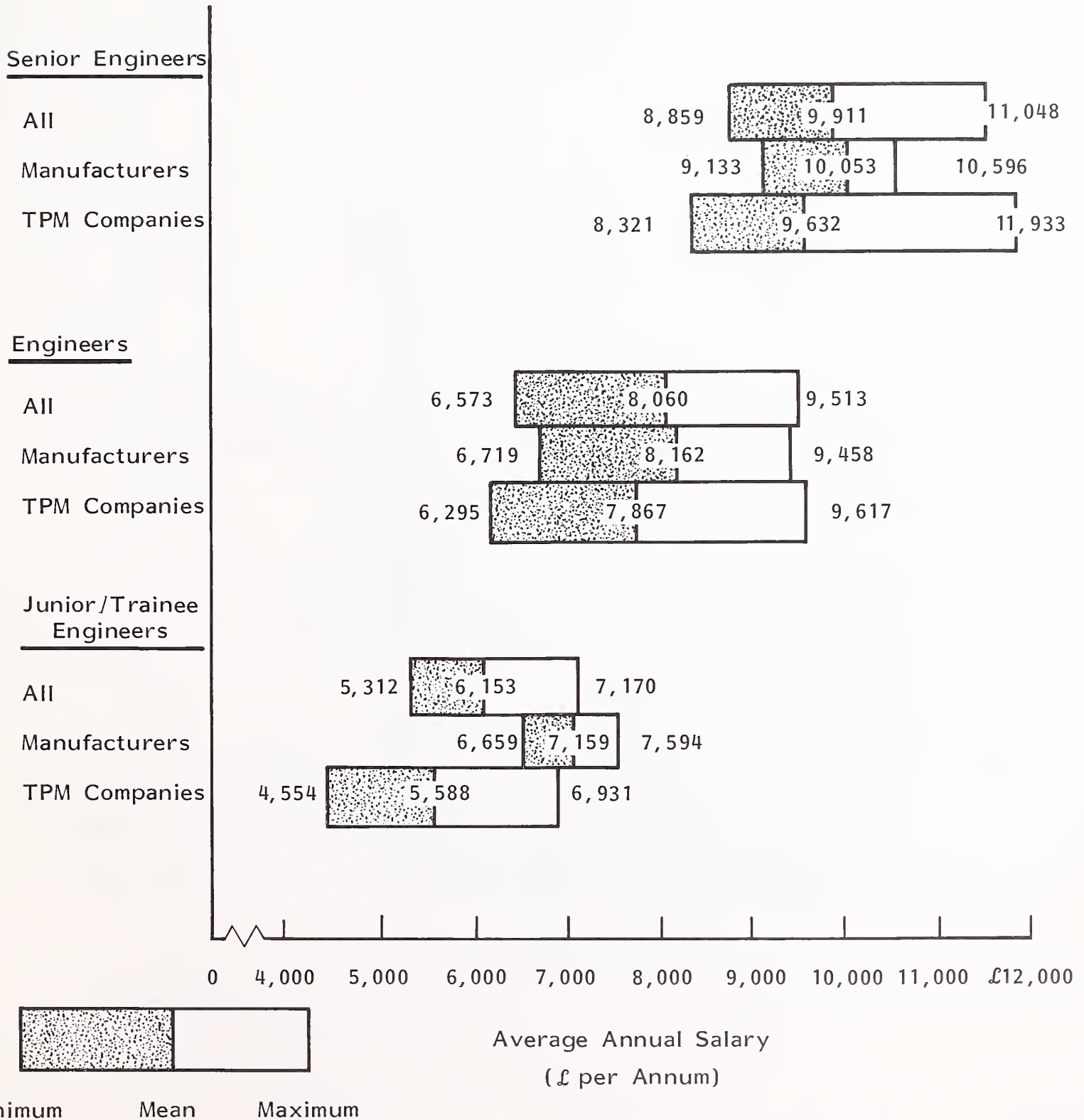
EXHIBIT III-8

COMPARISON OF FIELD SERVICE SALARIES  
WITH NATIONAL AVERAGE WAGE - U.K.



# EXHIBIT III-9

## U.K. ENGINEERS' AVERAGE SALARIES – COMPARISON BETWEEN TPM COMPANIES AND MANUFACTURERS



AVERAGE SALARY (pounds per annum)  
 MAXIMUM      MINIMUM      MEAN

Engineers

All	9,513	6,573	8,060
Manufacturers	9,458	6,719	8,162
TPM Companies	9,617	6,295	7,867

Junior/Trainee Engineers

All	7,170	5,312	6,153
Manufacturers	7,594	6,659	7,159
TPM Companies	6,931	4,554	5,588

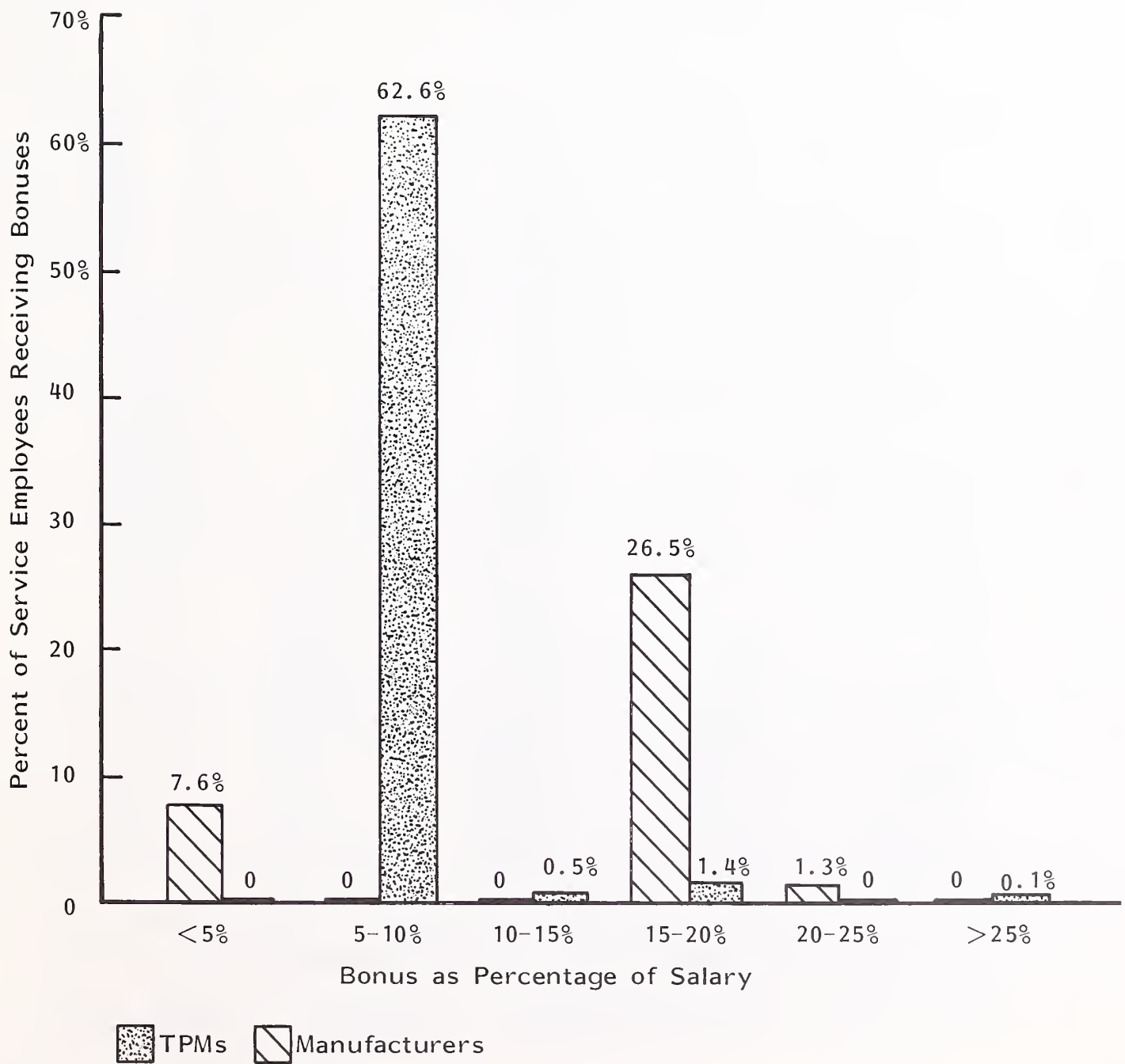
5. BONUSES

- In the analysis that follows, bonus levels quoted are generally the maximum that can be earned. Since most bonuses are performance related, it should not be assumed that the maximum will be earned.
- Seventy-three percent of companies surveyed had a form of bonus system in operation. It was more common among manufacturers (86%) than among TPM companies (57%). Some of the manufacturers' schemes, however, are restricted to senior management.
- The average level of bonus is 11.0% of salary, with manufacturers offering 9.0% and TPM companies being more generous, offering an average of 14.6%. The range among TPM companies is from 2% to 25% and among manufacturers, from 7.5% to 33%. Exhibit III-10 shows the distribution of bonus levels.



EXHIBIT III-10

DISTRIBUTION OF BONUS PAYMENTS – U.K.



## 6. HOLIDAYS

- The holiday entitlement of most employees covered by the survey falls within the usual U.K. range of 20-25 days. Only 12% of personnel have more than 25 days holiday. In some cases, holiday entitlement is dependent upon length of service, and for this report, the maximum entitlement has been taken.
- TPM companies are the most generous, with 64.5% of staff having 25 or more days holiday, compared to only 18.2% of manufacturers' staff.
- Twenty days holiday entitlement is the most popular level, covering 45.4% of personnel. Exhibit III-11 shows the full distribution.
- In 20% of the companies, there is a differential between different grades. In all cases these are manufacturers. (Forty-three percent of manufacturers have differentials.) None of the TPM companies has differentials.

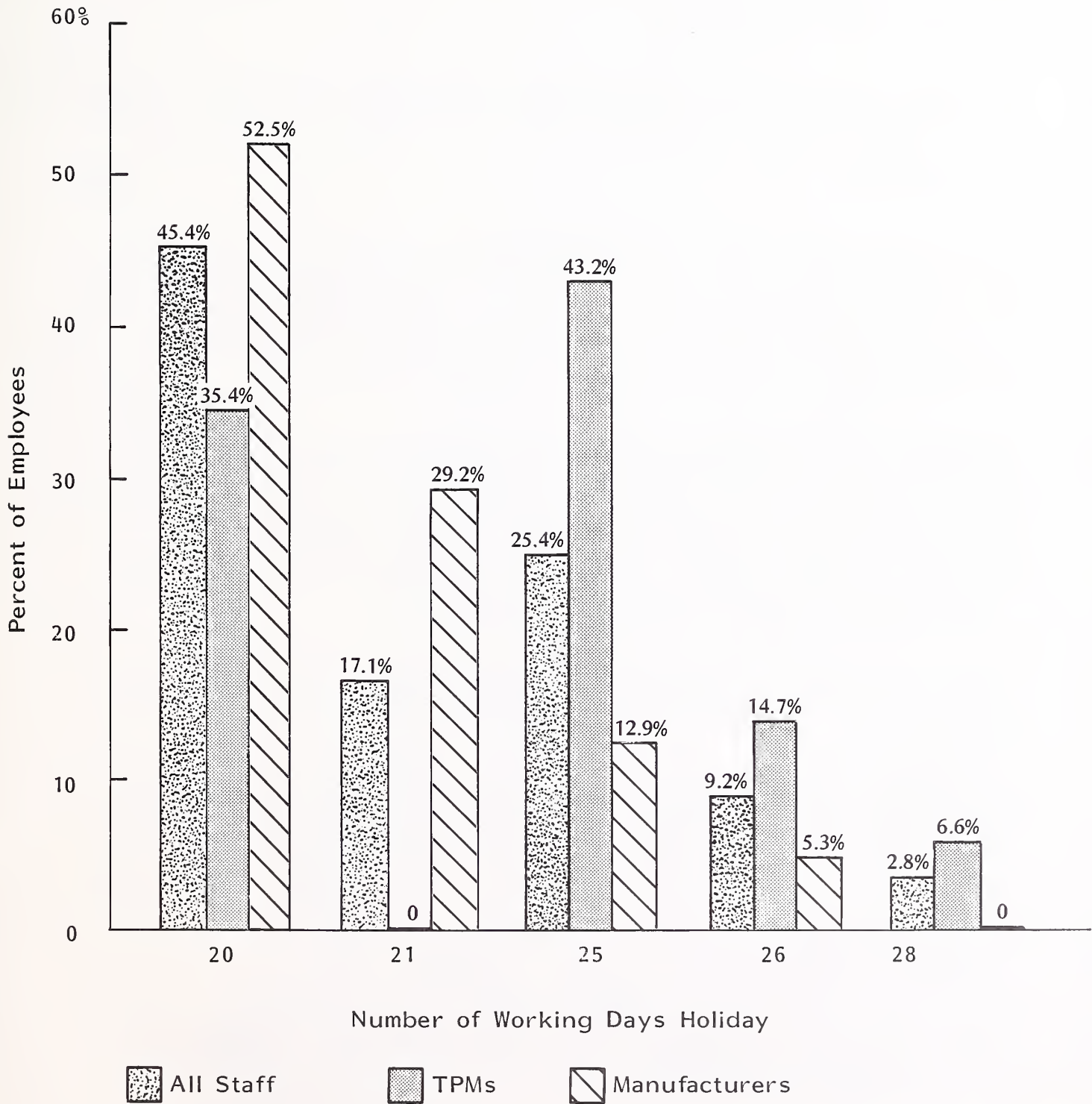
## 7. THE WORKING WEEK AND OVERTIME

- The vast majority (83.5%) of personnel has a 37.5 hour working week as standard, although overtime is a fact of life for most engineers. Overtime rarely is paid to managerial staff, so this analysis concentrates on the service engineers.
- There is little difference in the standard working week for TPM engineers and manufacturers' customer service engineers. The shortest working week recorded is 35 hours, and the longest is 40 hours.
- A shorter working week may be expected to result in more overtime being worked, but in fact the opposite appears to be the case. The engineers working the longest week (40 hours) also work, on average, the most overtime--7.5 hours per person per week. Those engineers working only a 35-hour week also have the least amount of overtime--4.6 hours.



# EXHIBIT III-11

## ANNUAL HOLIDAY ENTITLEMENT – U.K.



- The average amount of overtime worked in the most usual working week (37.5 hours) is 5.4 hours, giving an average working week of about 43 hours. There is a significant difference between the TPM companies, whose engineers average only 3.7 hours per week overtime, and manufacturers, whose engineers work an average of 6.3 hours overtime.
- The actual amount of paid overtime being worked varies considerably from just one hour per week to 12 hours. Exhibit III-12 shows the distribution of overtime hours.
- The overtime payment rate for "normal" overtime--i.e., that worked outside normal working hours, but excluding Sundays and public holidays--varies from nil to +100% of basic salary. The most common uplift is 50% of basic salary, which applies to almost 49% of engineers, as shown in Exhibit III-13.
- In general, TPM companies pay overtime at a lower rate than manufacturers: fifty-four percent of TPM engineers are paid overtime at basic salary plus 25%. By comparison, 94% of manufacturers' engineers are paid at basic salary plus 50% or more. Further, 12.6% of TPM engineers are not paid for overtime, compared to only 6% of manufacturers' engineers.
- Taking into account all engineers, the average overtime rate is basic salary plus 42.5%.
- The rate for Sunday and public holiday working is almost invariably double normal salary. This applies to all manufacturers' engineering and 75% of TPM engineers.

## 8. STANDBY PAYMENTS

- Seventy-five percent of the companies surveyed, covering 67% of engineers, have a standby payment scheme.

EXHIBIT III-12

OVERTIME HOURS WORKED BY U.K. ENGINEERS

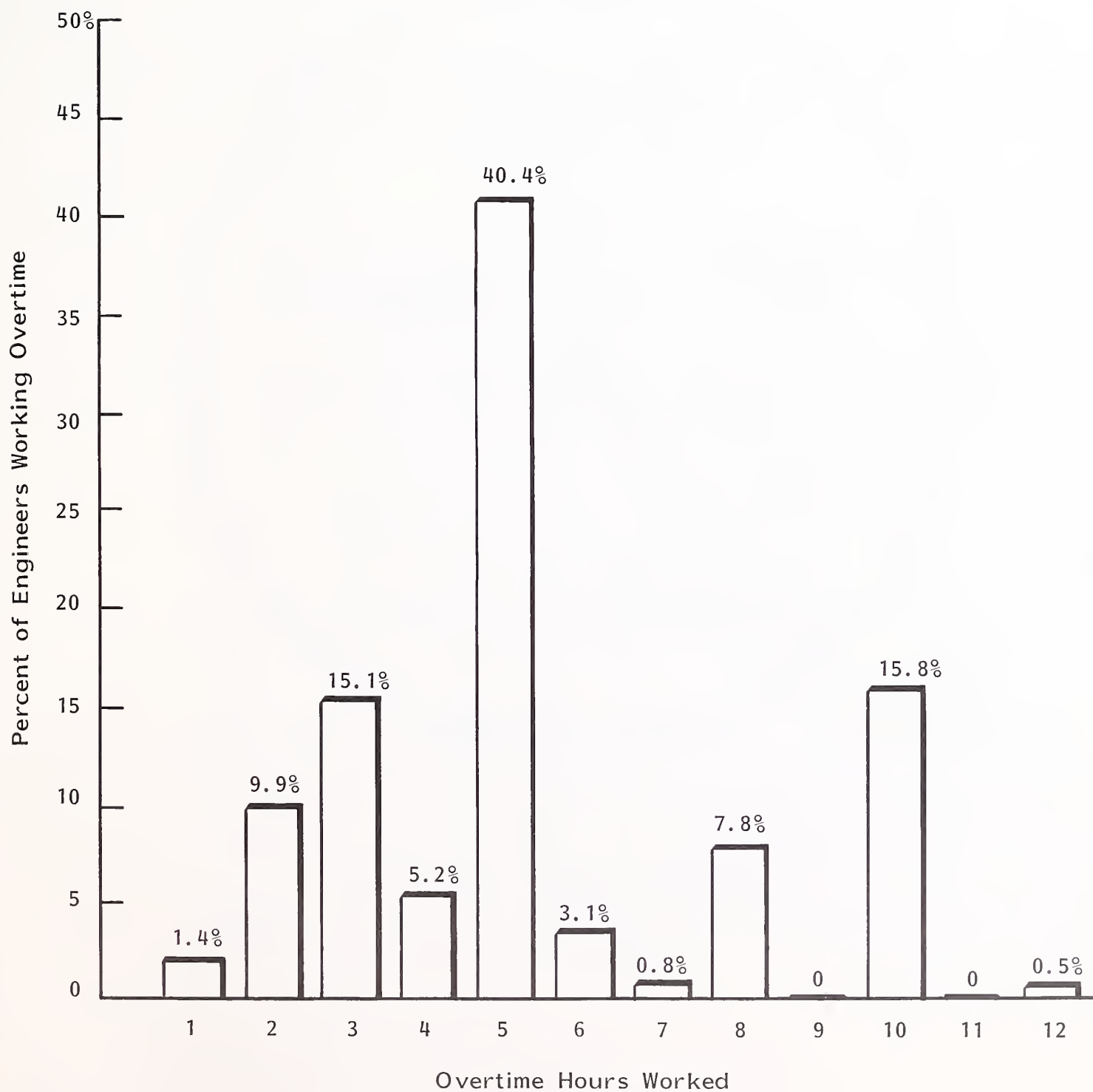
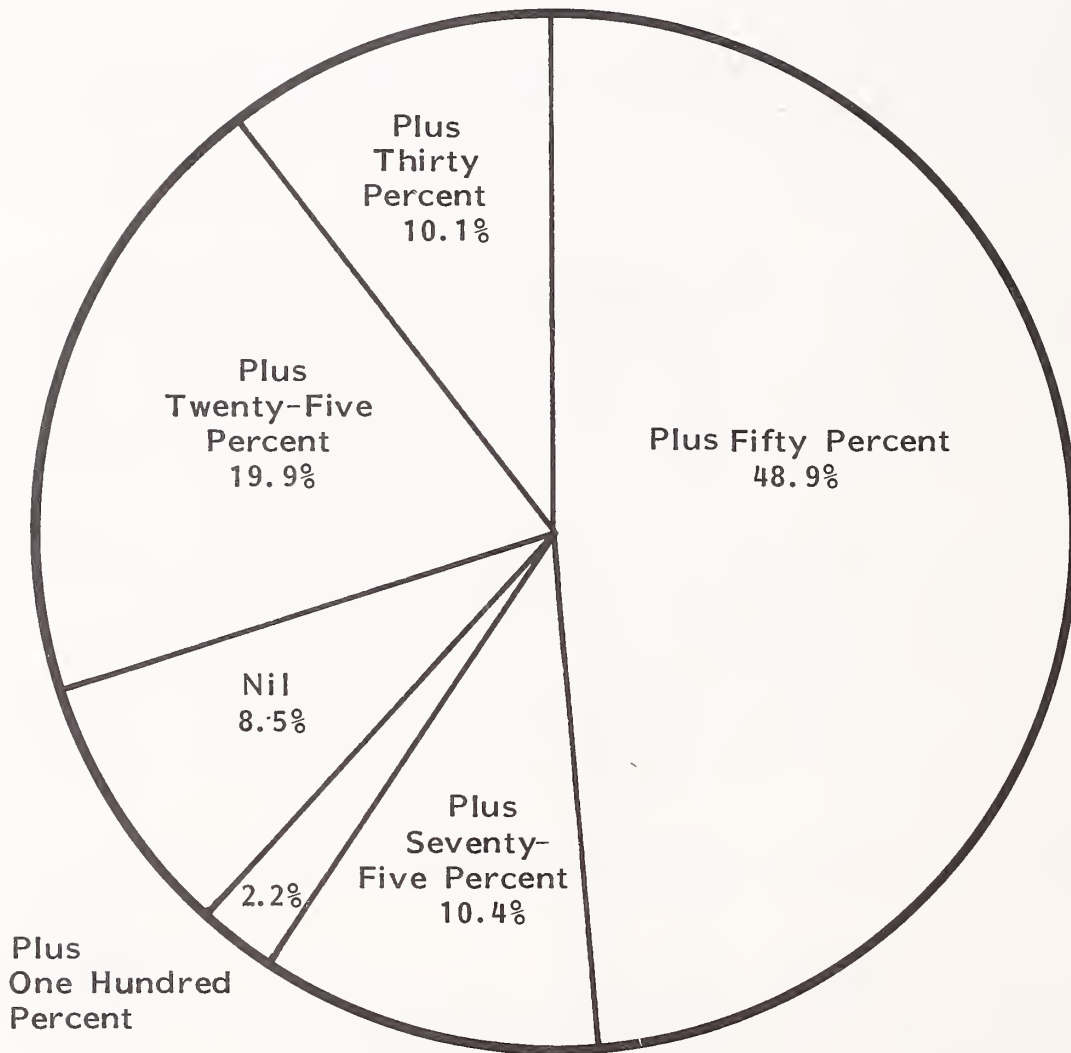


EXHIBIT III-13

LEVEL OF U.K. ENGINEERS' OVERTIME PAYMENTS



Percentage Uplift on Basic Salary

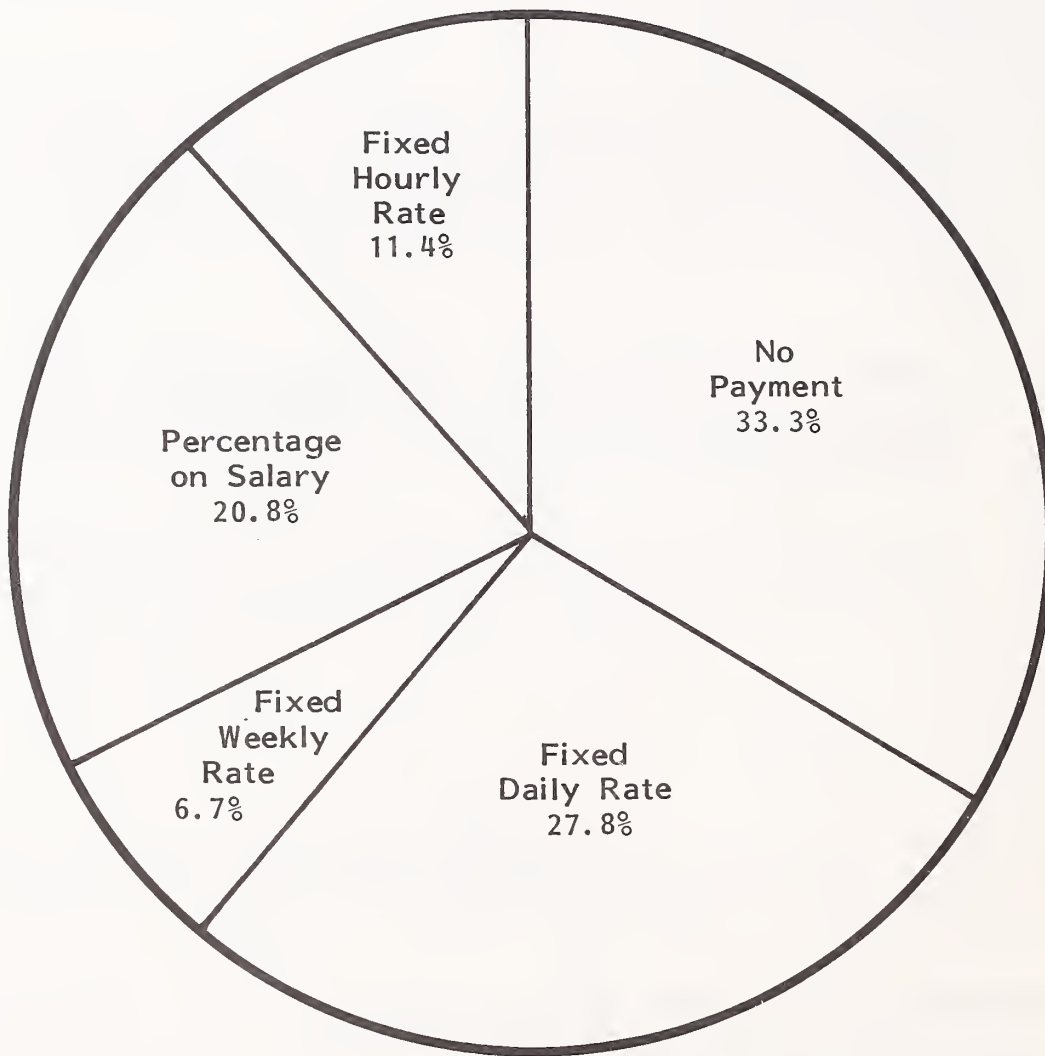
- The method of payment varies, but there are four main ways, as shown in Exhibit III-14:
  - Payment of a fixed hourly rate. This approach is used by 25% of companies, covering 17% of engineers. The average rate paid is 4.30 pounds per hour.
  - Applying a percentage uplift on basic salary. This method is used by 25% of companies, covering 31% of engineers. The percentage applied varies between 25% and 33% of salary, with the average level being 32%.
  - Payment of a fixed weekly rate. This method applies to only 10% of engineers surveyed. The average rate is 116.50 pounds per week.
  - Payment of a fixed daily rate. This is the most popular method, covering 41.5% of engineers. The average rate paid is 19.80 pounds per day.

## 9. CALL-IN PAYMENTS

- This is less common than standby payment, being used by only one-third of the companies surveyed. The method of payment varies between companies.
- Of those companies providing call-in payments, two-thirds will pay a minimum number of hours, regardless of the number actually worked. The number of guaranteed hours ranges from two to six, with the most common being two hours (46.7%) and four hours (45.6%). The weighted average is 3.2 hours.
- In addition to a guaranteed minimum number of hours, one company also uplifts engineers' salaries by 33 1/3 percent.

EXHIBIT III-14

METHODS OF PAYMENT FOR STANDBY DUTY – U.K.



Percentages Relate to Number of  
Engineers Paid by Each Method



- The other payment methods are a flat rate per hour worked (4.50 pounds) and a guaranteed minimum payment level.

#### 10. PENSION SCHEMES, INSURANCE AND HEALTH CARE

- Ninety-eight percent of all field service personnel are members of company pension schemes. Of these, 93% are contributory.
- The provision of private health care insurance is still relatively uncommon. Although 47% of the companies surveyed had such schemes, they covered only 18% of all customer service personnel.
- All staff are insured for accident or injury while on duty. Although benefit levels vary, the most popular level is four times the basic annual salary. Almost all companies surveyed also had life insurance schemes; only one did not.

#### 11. SHARE OPTION

- The government's drive to encourage employee participation in industry seems to be succeeding. Fifty-three percent of companies surveyed have a share option scheme, involving 74% of customer service staff.
- Seventy-five percent of TPM companies have share option schemes compared with only 40% of manufacturers.

#### 12. SALES COMMISSION AND INCENTIVE BONUSES

- Incentive bonuses are uncommon, covering only 9% of customer service employees. TPM companies are more likely to adopt this approach, since 23% of their staffs participate in such schemes. They are practically unknown among manufacturers, with only a handful of senior managers qualifying.

- It is still rare for customer service engineers to be paid commission on sales. Only one manufacturer and three TPM companies do so. When commission is paid, the range is from 4% to 7%.

### 13. COMPANY CARS

- The provision of a company car is often viewed in the U.K. as a valuable fringe benefit. The mobility demanded of field service personnel is such that a car is essential, and virtually all field service personnel are provided cars. The only exception is in the case of trainees.
- All TPM companies, and some manufacturers, also allow free private use of company cars. The majority of manufacturers' engineers, however, are charged for private use. The charge is usually a variable rate per mile, averaging 7.7 pence. Some companies levy a fixed monthly charge, which averages 13.30 pounds per month.

### 14. EXPENSES POLICY

- Expenses are often a sore point in industry, and a number of approaches for their payment and control are used. The two most common approaches are to have the engineer pay agreed-upon expenses as incurred (sometimes subject to upper limits) or to pay an agreed-upon daily rate.
- The vast majority (91.5%) of engineers are reimbursed for actual expenses. Eight percent of the remainder have fixed allowances plus reimbursement of certain agreed-upon expenses. Only 0.5% are paid a fixed daily rate.
- Delays between expenses being submitted and payment being received can cause problems. To ensure that this does not happen, all companies provide field service staff with advances.

- The provision of company credit cards is still rare. Only 3% of staff are provided with company cards. Some companies provide them for all staff, whereas others give them to senior management only. Other variations are to pay the annual charge for a personal charge card, or to provide a credit card for the purchase of petrol only.

## 15. OTHER BENEFITS

- There is a range of other benefits provided by companies, but generally they apply only to a minority of personnel. Benefits include:
  - Discount on company products.
  - Discount for private health care.
  - Provision of company loans.
  - London weighting allowance.
  - Sports and social facilities.
  - Additional bonus pay for long service.
  - Contribution towards telephone bill.
  - Overseas trips.
  - Garaging allowance.
  - Car cleaning allowance.
  - Christmas hamper and party.

## B. FRANCE

### I. INTRODUCTION

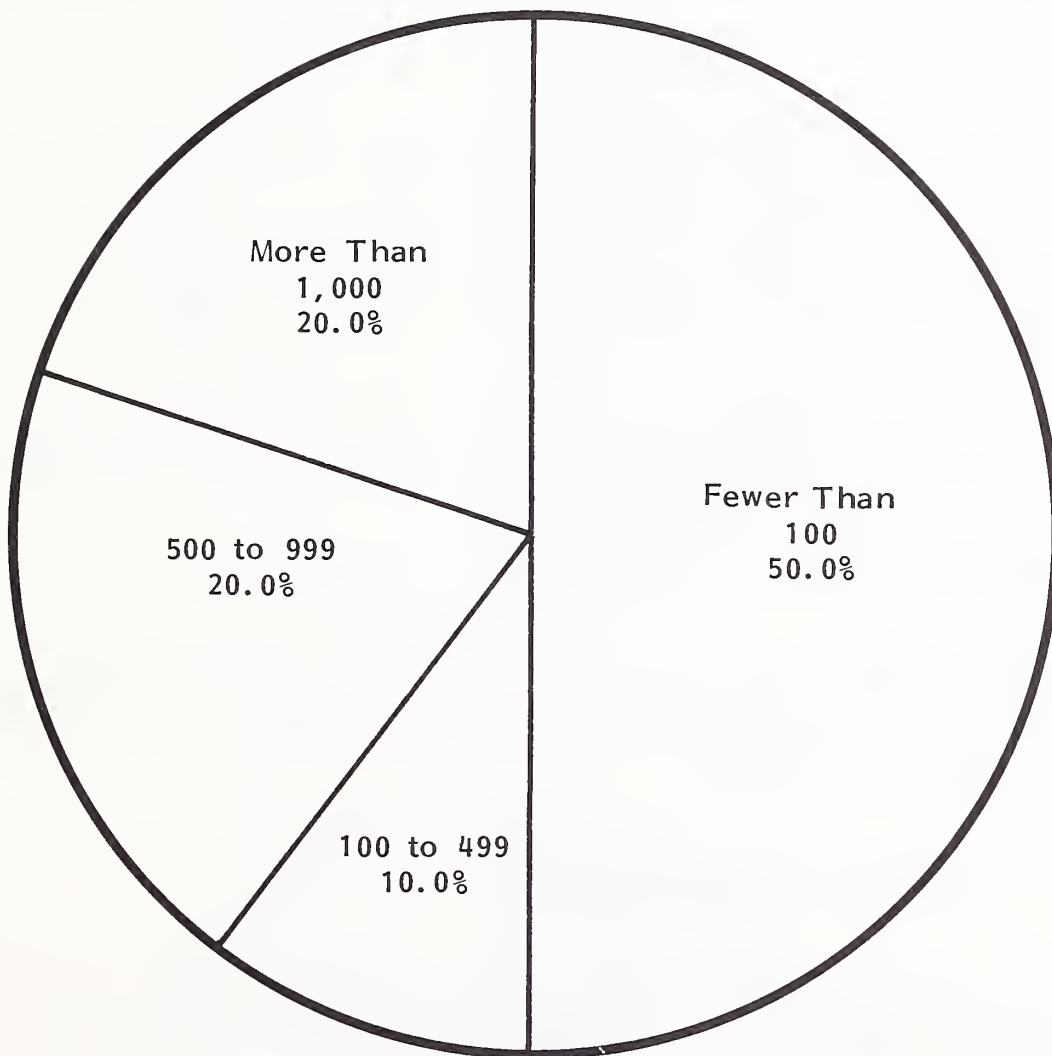
- INPUT's recent survey of computer users in France showed that users generally have a fairly high regard for the quality of field service engineer (rating 7.7 on a scale of one to ten), but a slightly poorer opinion of field service management (7.2 on the same scale).
- The "statistical satisfaction" with the quality of engineering support is borne out by responses to free-format questions.
  - Twenty-three percent of users highlighted the competence of the engineers servicing their sites.
  - Ten percent of users also praised the attitude of their support engineers.
  - Only 9% of users commented adversely on the quality or attitude of their support engineers.

### 2. THE SAMPLE

- The analysis is based on face-to-face interviews with persons from ten major companies providing customer service in France.
  - The companies surveyed cover 7,360 customer service personnel.
  - These companies represent customer service revenues of 4,624 million French francs (FF)--some 39% of the total French market.
- Exhibit III-15 shows the sample analysed by number of field service personnel.

EXHIBIT III-15

ANALYSIS OF SAMPLE BY  
NUMBER OF FIELD SERVICE PERSONNEL – FRANCE



Number of Customer Service  
Personnel in Surveyed Companies

### 3. TRADE UNION MEMBERSHIP

- Union membership is very patchy in France, with only 18% of employees being members. A contributory reason for this low union penetration is the tendency of most companies operating in France to have formalised channels for employee participation through "comites d'entreprise".
- The pattern of membership within companies differs from that of the U.K. Generally in the U.K., a company is unionised with a significant portion of employees being members of the union. In France, unions are present at a higher proportion of companies, but generally less than 20% of employees are members.
- Exhibit III-16 shows the distribution of trade union membership in France.

### 4. SALARY RANGES

- As with the U.K. analysis, salaries are examined in two ways--first, in relation to the company's structure (i.e., by organisation level) and second, by grouping employees into general job titles.

#### a. Salaries by Organisation Level

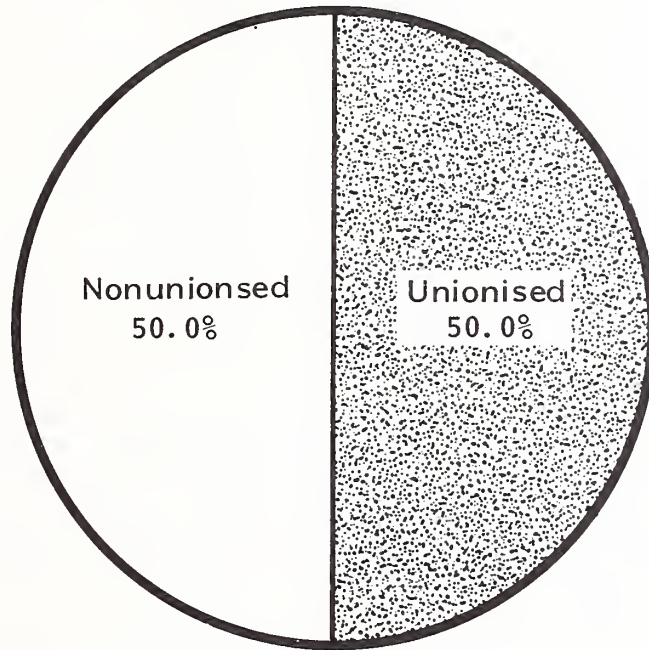
- The number of reporting levels will depend mainly upon the size of the company. Only two of those surveyed had more than five reporting levels, whereas most had three, four or five levels.
- Exhibit III-17 shows the spread of salaries for each level, and a more detailed analysis is shown in the table below. All data are in thousand French francs (FF).



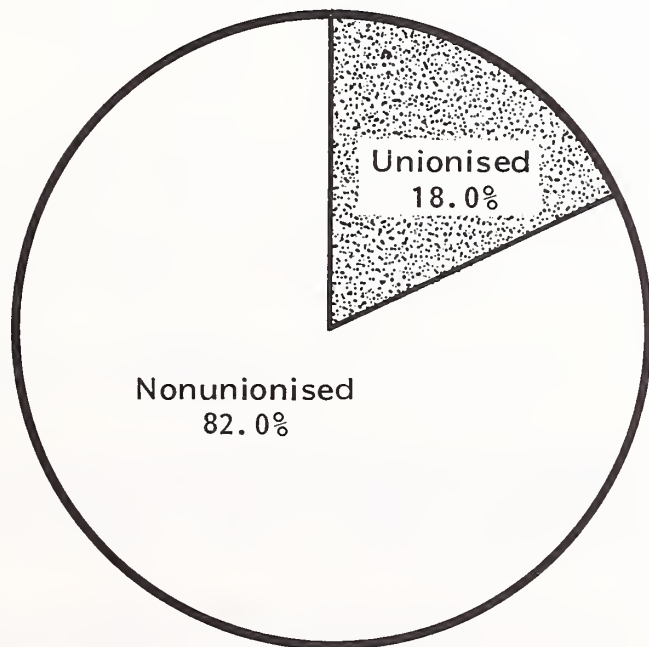
EXHIBIT III-16

TRADE UNION MEMBERSHIP – FRANCE

Unionisation by Company

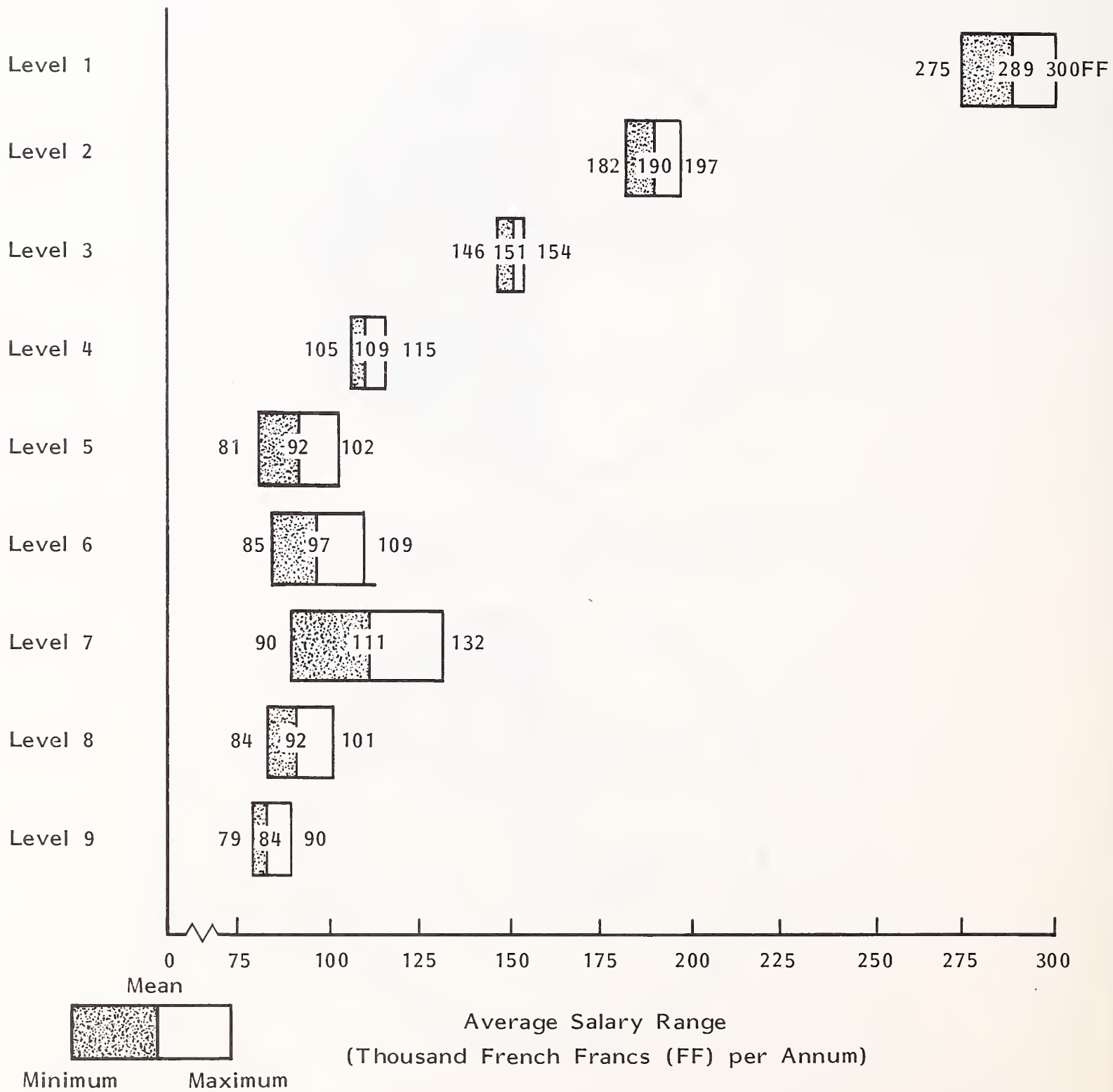


Unionisation by Employees



# EXHIBIT III-17

## AVERAGE SALARY RANGE BY ORGANISATION LEVEL – FRANCE



ORGANISATION LEVEL	AVERAGE			ABSOLUTE	
	MAXIMUM	MINIMUM	MEAN	MAXIMUM	MINIMUM
Level 1	300	275	289	446	240
Level 2	197	182	190	378	94
Level 3	154	146	151	354	71
Level 4	115	105	109	251	75
Level 5	102	81	92	206	76
Level 6	109	85	97	162	67
Level 7	132	90	111	132	90
Level 8	101	84	92	101	84
Level 9	90	79	84	90	79

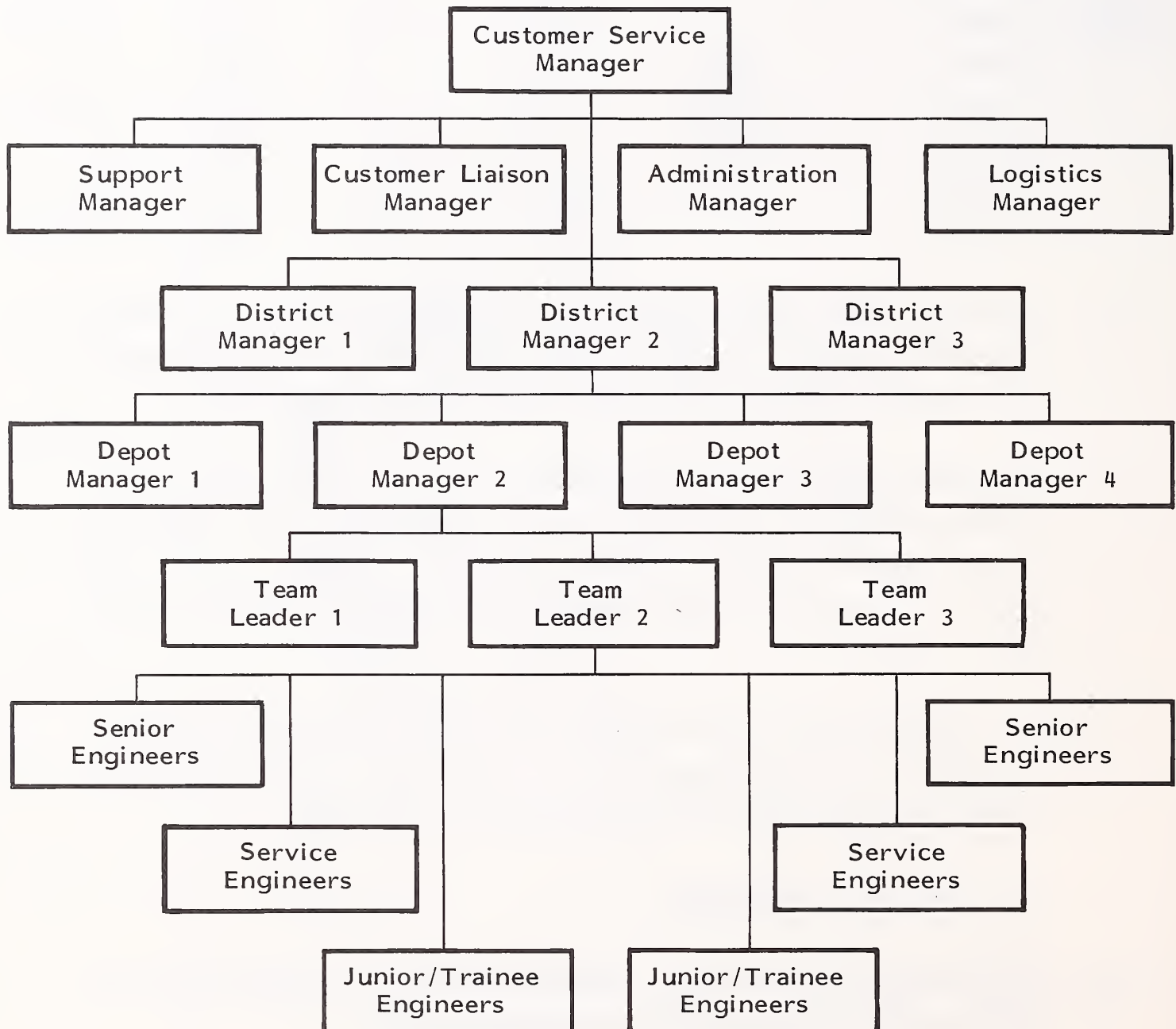
- In the table above, the organisation level represents the level in the company hierarchy, with level 1 being the most senior executive in the customer service function. Exhibit III-18 shows a typical organisation structure.
- The average figures quoted in columns one to three of the above table are the weighted averages of the data given by respondents. Most companies surveyed operate a salary progression system with a grade maximum and minimum. The data have been weighted by the number of personnel in each job.
- The range of salaries within each band is quite narrow, certainly more so than in the U.K. This is particularly true for levels three, four and five, which account for almost 90% of the personnel covered by the survey.

b. Salaries by Job Function

- Titles for similar jobs vary from company to company. The following analysis has aligned all the different titles into standard titles:
  - National Manager.
  - Regional Manager.

EXHIBIT III-18

TYPICAL ORGANISATION STRUCTURE – FRANCE



- District/Branch Manager.
  - Supervisor.
  - Senior Engineer.
  - Field Service Engineer.
  - Junior/Trainee Engineer.
- The salary range for each of these jobs is shown in the table below and graphically in Exhibit III-19. All figures are in thousand FF.

JOB TITLE	AVERAGE		MEAN	ABSOLUTE	
	MAXIMUM	MINIMUM		MAXIMUM	MINIMUM
National Manager	361	342	350	446	280
Regional Manager	291	223	259	378	192
District/Branch Manager	192	140	169	354	120
Supervisor	141	103	130	300	94
Senior Engineer	138	98	118	255	90
Engineer	95	85	91	220	71
Junior Engineer/Trainee	81	72	75	101	67

c. Service Engineers' Salaries Compared to National Average Wage

- Provisional EEC data show the average wage in France to be 41.26 FF per hour. Based on an average working week of 39.5 hours, this rate grosses to an annual salary of 76,600 FF.
- The table shows the mean salary of field service engineers to be 91,000 FF per annum, almost 19% higher than the national average. Exhibit III-20 illustrates the relationship between customer service salaries and the national average wage.

# EXHIBIT III-19

## AVERAGE SALARY RANGE BY JOB FUNCTION - FRANCE

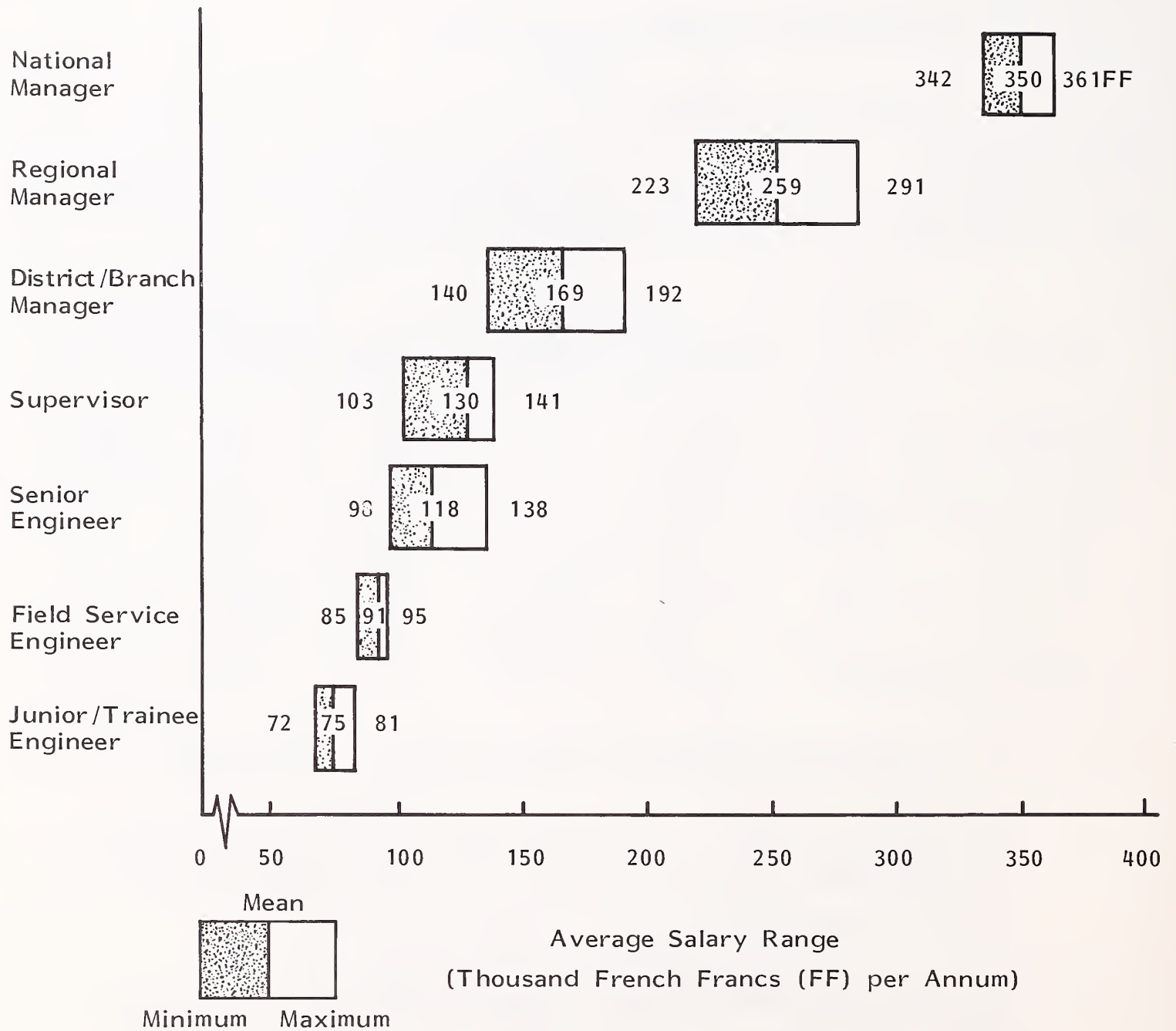
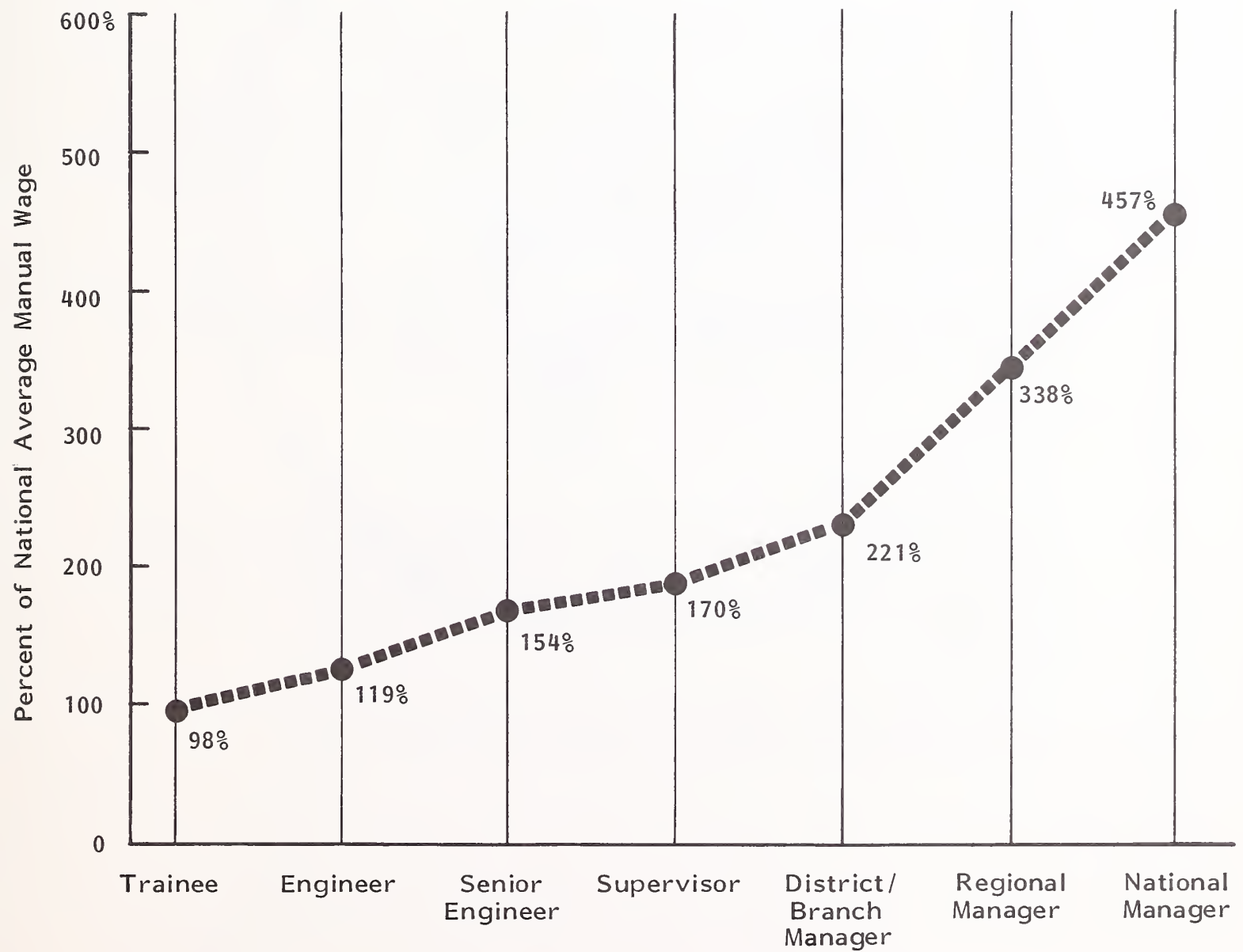




EXHIBIT III-20

COMPARISON OF CUSTOMER SERVICE SALARIES  
WITH NATIONAL AVERAGE WAGE – FRANCE



- Paying engineers significantly better than the national average wage must attract higher calibre people and lead to the high level of competence commented upon by users.

## 5. BONUSES

- In the analysis that follows, bonus levels quoted are generally the maximum that can be earned. Since most bonuses are performance related, it should not be assumed that the maximum will be earned.
- Exhibit III-21 displays percentage of companies offering bonus schemes.
- Although more than half of the companies surveyed have bonus schemes in operation, only 8% of employees benefit from them. This is because schemes are operational in the smaller companies surveyed or, in a number of companies, the scheme is restricted to senior management.
- The average level of bonus available is 9.75% of annual salary, although the range is from 6% to 25%. Exhibit III-22 shows the spread.

## 6. HOLIDAYS

- The general norm, encouraged by the French government, is 25 working days annual holiday. All companies except one in the survey provide at least this level and, in three cases, an additional five days. One company had 24 days as its standard.
- In a few cases, holiday entitlement depended upon length of service.

EXHIBIT III-21

COMPANIES AND BONUS SCHEMES – FRANCE

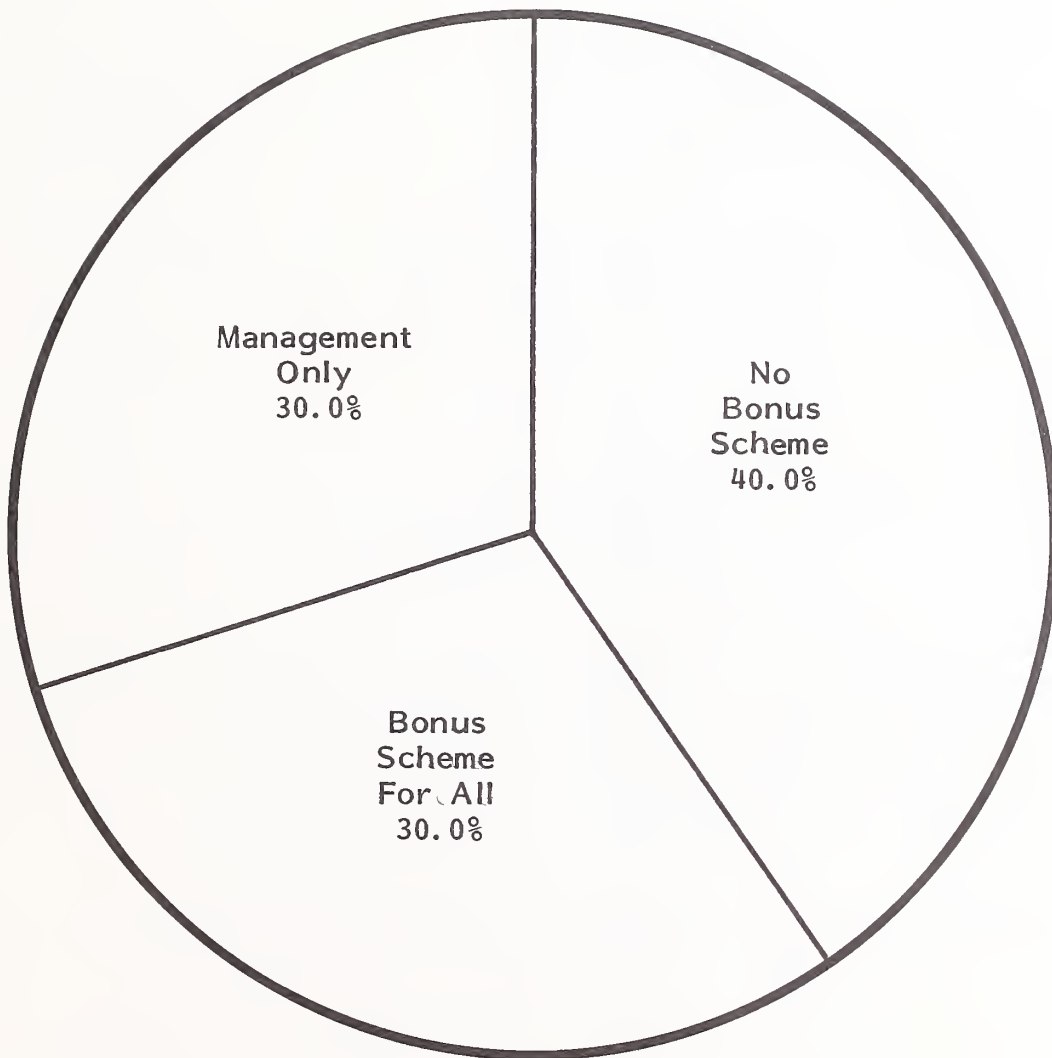
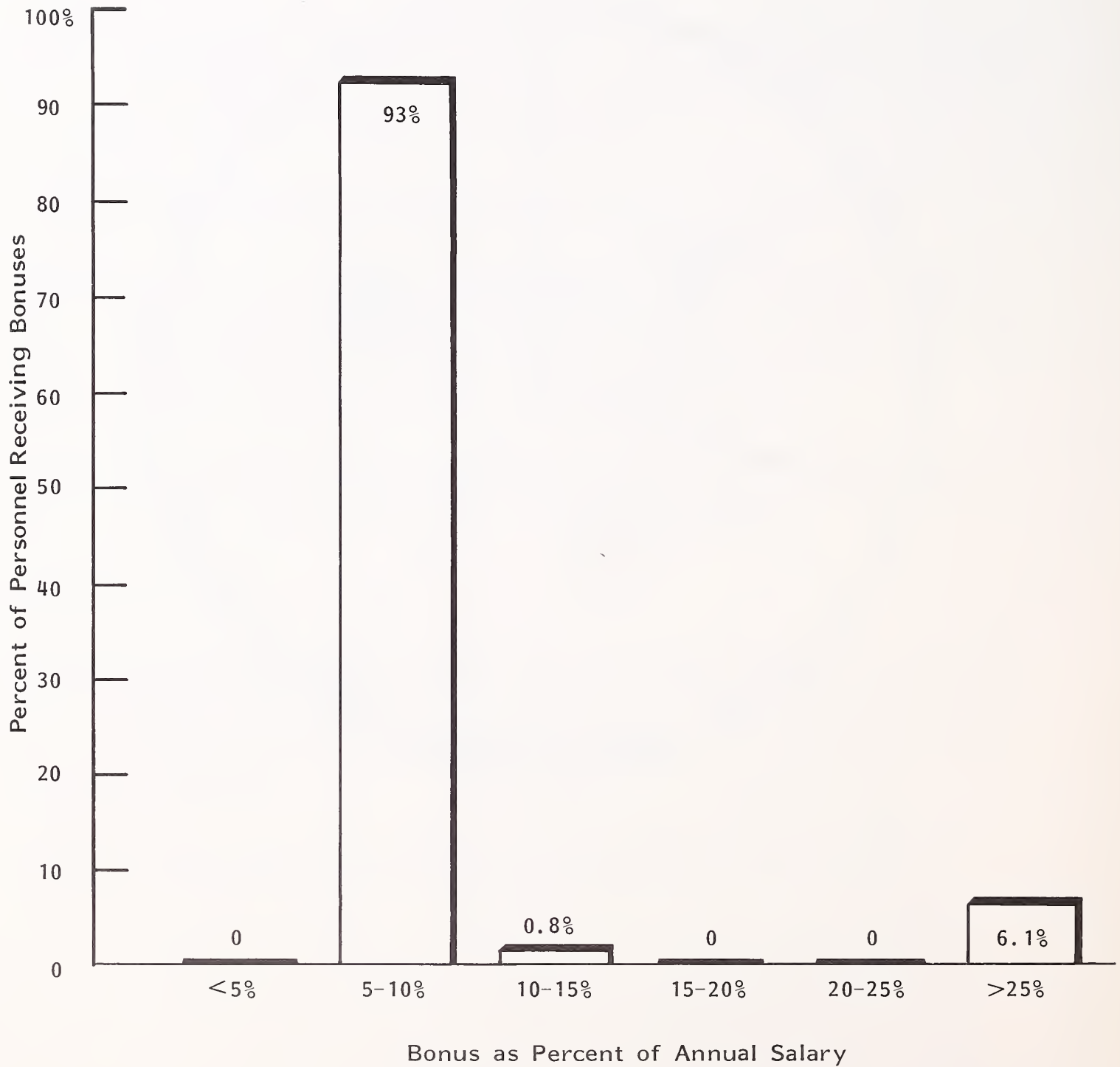


EXHIBIT III-22

DISTRIBUTION OF BONUS PAYMENTS – FRANCE



## 7. THE WORKING WEEK AND OVERTIME

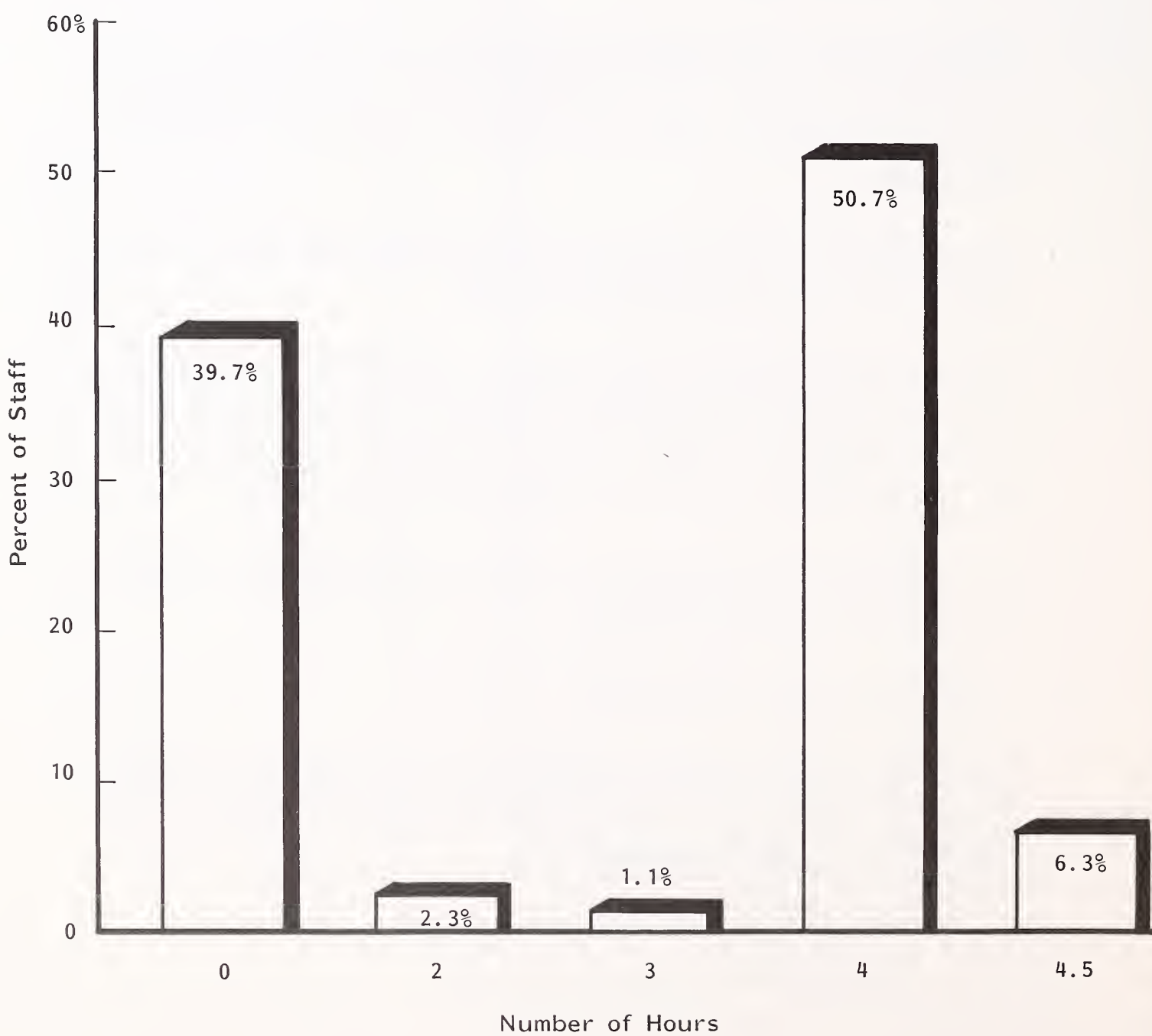
- Thirty-eight and a half hours is the most common working week (for 70% of personnel), with 39 hours being the next most common (for 28% of personnel). Only one company surveyed has a standard working week shorter than the 38.5 hours—37.5 hours.
- Overtime payments are rare for managerial staff, so this analysis concentrates on engineers' overtime.
- Fifty-two percent of the engineers work overtime on a regular basis. Four hours overtime per week is the usual, with 4.5 hours being the maximum and two hours the minimum. Exhibit III-23 shows the distribution of overtime hours worked.
- The combination of a normal 38.5-hour standard working week and four hours overtime gives a 42.5-hour normal working week.
- The rate of pay for overtime is fairly constant. "Normal" overtime is paid at basic rate plus 25%, rising to basic plus 50% after a specified number of hours have been worked. For overtime worked on Sundays or public holidays, the uplift is generally 100%, although one major company pays only 50%.
- One company surveyed discouraged payment for overtime, preferring that staff take equivalent time off instead.

## 8. STANDBY AND CALL-IN PAYMENTS

- Most companies (80%) operate a payment scheme for engineers on standby. The method of payment, and level, varies from company to company. The three usual ways of payment are:
  - A fixed weekly payment, ranging from 1,752 FF to 2,500 FF.

EXHIBIT III-23

OVERTIME HOURS WORKED BY FRENCH ENGINEERS





- A fixed hourly rate of 35 FF per hour.
- A percentage uplift on salary, varying from 25% to 50%.
- Exhibit III-24 shows the relative popularity of each method.
- Premium payments for call-in are rare. Only one of the surveyed companies had a formal call-in payment scheme, which is to pay 200% of the engineer's normal rate while on call.

## 9. PENSION SCHEMES, INSURANCE AND HEALTH CARE

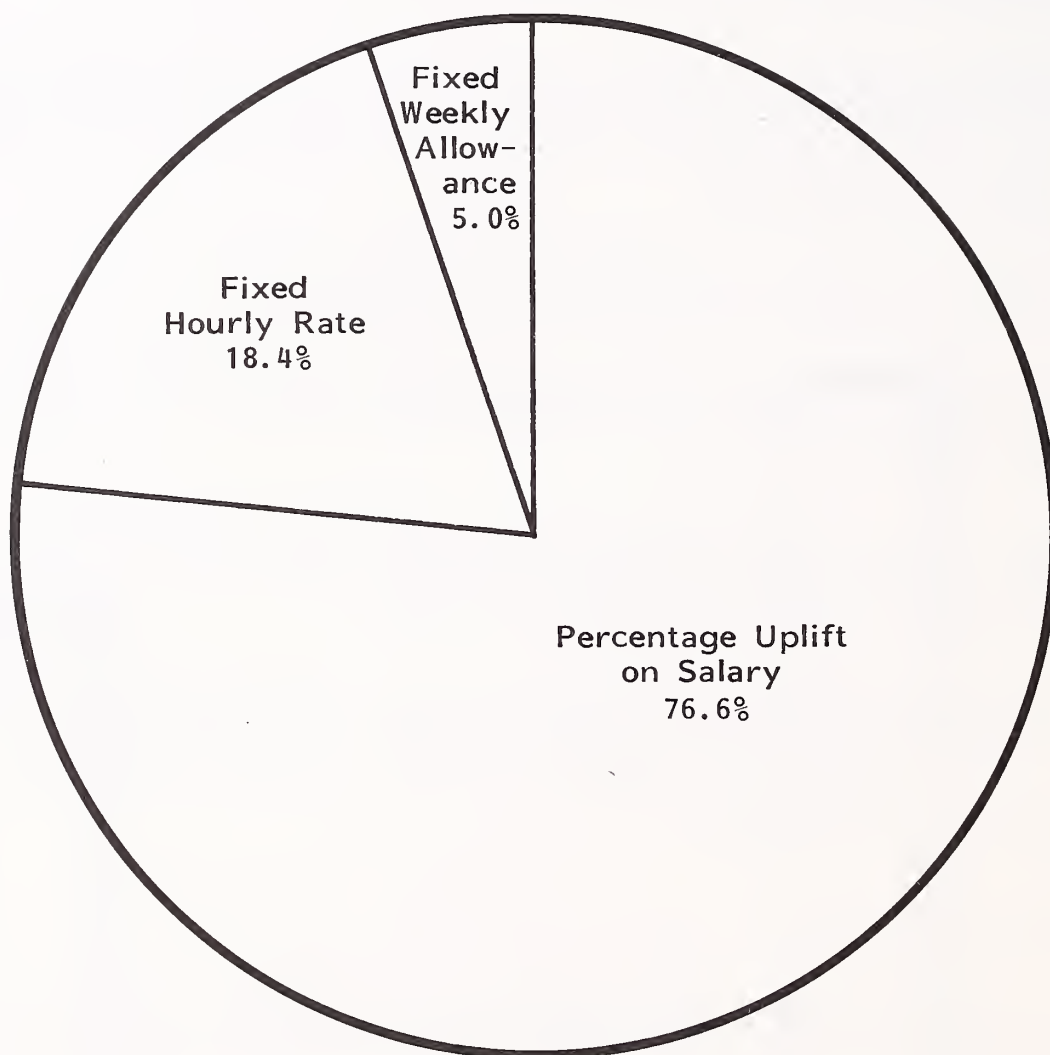
- All staff are members of a company pension scheme, and in all cases it is contributory.
- Again, all staff are insured against accident or injury while on duty. Almost invariably there is no upper limit on the policy.
- Private health schemes do not exist in France in the way they do in the U.K. or U.S. A number of companies do make a contribution on behalf of employees to the "mutuelle".

## 10. SHARE OPTION

- Formal company share option schemes are the exception rather than the rule.
- Although 40% of the companies provide share option schemes, these companies are generally the smaller ones and only 12% of employees benefit.

EXHIBIT III-24

METHODS OF PAYMENT FOR STANDBY DUTY – FRANCE



Percentages Related to Number of  
Engineers Paid by Each Method

## 11. SALES COMMISSION AND INCENTIVE BONUSES

- Only one company surveyed paid a direct incentive bonus. This was a very small company, so this benefit applied to few field service employees.
- The position for the payment of sales commission to customer service personnel is rather different. Seventeen percent of customer service staff is rewarded for making sales. For some of those (51%), the reward is in the form of a gift rather than a cash bonus.

## 12. COMPANY CARS

- The provision of company cars in France is influenced by the tax situation. In France, unlike in the U.K., there is no tax advantage in having a company car as a fringe benefit.
- Two alternate car schemes operate in France:
  - "Voiture de fonction", which is provided for people of a certain status and may or may not be used for business, but incurring tax liability.
  - "Voiture de service", which is often only a two-seater and is used solely for business purposes, incurring no tax liability.
- Many managers prefer to use their own cars for business purposes. It is the norm for the company not only to pay a rate per kilometre but also to pay some of the fixed running costs, such as tax and insurance.

## 13. EXPENSES POLICY

- Control of expenses is often a contentious subject, both from the managerial and the engineers' viewpoints. The two usual techniques are either to reimburse actual expenses incurred (usually within defined limits) or to pay the

employee an agreed-upon daily (or weekly) rate, regardless of the level of actual expenses incurred.

- Most personnel (59.1%) are given a fixed daily rate for their meal expenses but are reimbursed for actual hotel costs--again, with a fixed upper limit. Twenty-seven and a half percent are given a fixed monthly expense allowance. Only 13.8% of personnel are repaid for actual expenses incurred.
- Only one company did not have facilities for providing advances for expenses, whereas one other company had a system of "permanent advances" for field service staff.
- The provision of company credit cards is rare. Only one company does so on a general level, although some companies provide cards for specific purposes, such as buying petrol or for car hire.

## C. FEDERAL REPUBLIC OF GERMANY

### I. INTRODUCTION AND SAMPLE

- INPUT's survey of computer users in Germany shows a relatively high level of satisfaction with the quality of engineers (7.4 on a scale of one to ten), but less satisfaction with the quality of service management (6.9 on the same scale).
- This good performance is further confirmed by user responses to the question, "What are the best or most positive aspects of service?" Seventeen percent of respondents specifically mentioned the quality of engineers. Against this, only 5% had any complaints about engineers.
- The German analysis is based on replies received from five companies with a total of 450 customer service personnel and a combined customer service

budget of 18.3 million Deutsche marks (DM). Exhibit III-25 shows the sample analysed by the number of engineers employed.

## 2. TRADE UNION MEMBERSHIP

- Trade unions are relatively weak, with only 10% of field service personnel being represented.

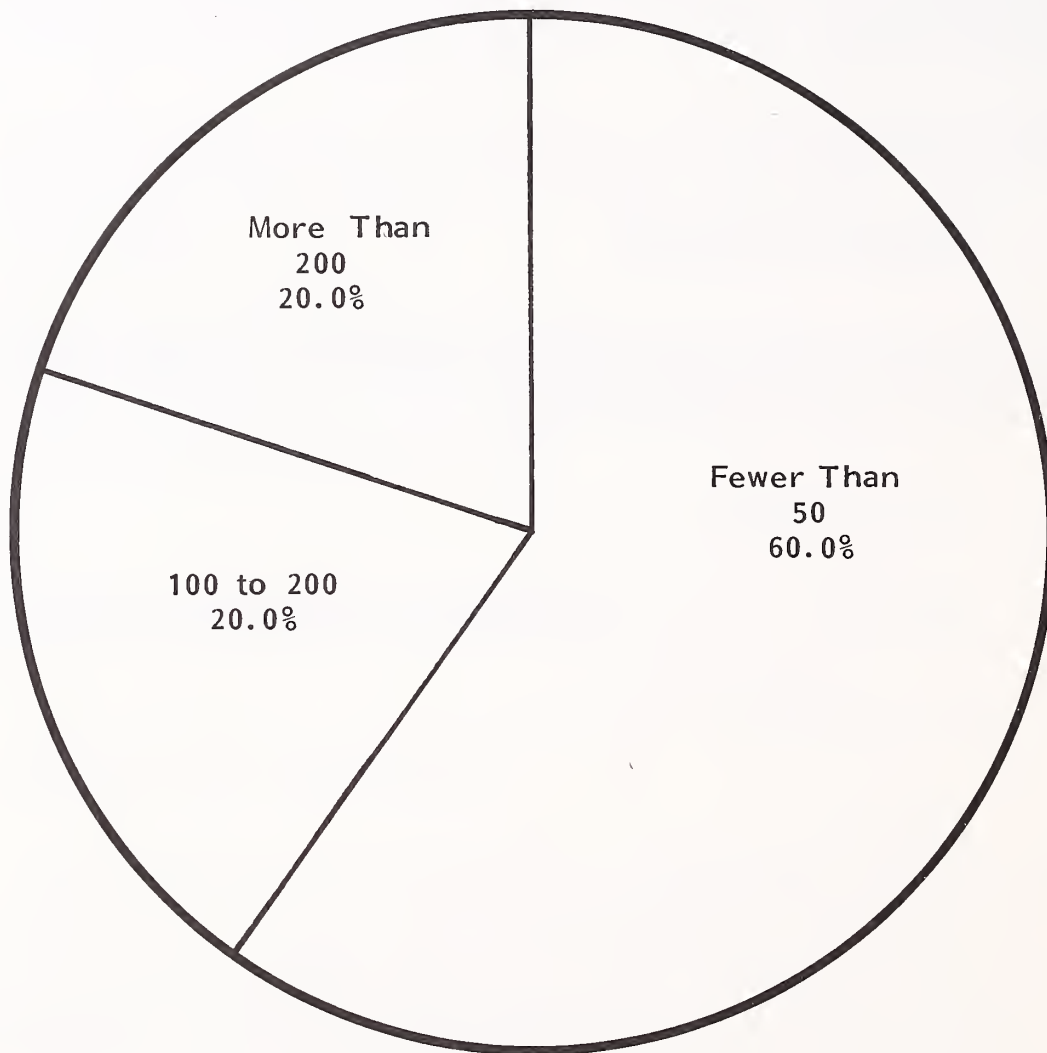
## 3. SALARY RANGES

### a. Salaries by Job Function

- To allow for comparability between companies and across countries, the various jobs have been categorised as:
  - Regional Manager.
  - Supervisor.
  - Senior Engineer.
  - Engineer.
  - Trainee/Junior Engineer.
- The salary range for each of these jobs is shown below in the table and graphically in Exhibit III-26. All figures are in Deutsche marks (DM). Exhibit figures are in thousand DM.

EXHIBIT III-25

ANALYSIS OF SAMPLE BY NUMBER OF CUSTOMER SERVICE PERSONNEL – GERMANY

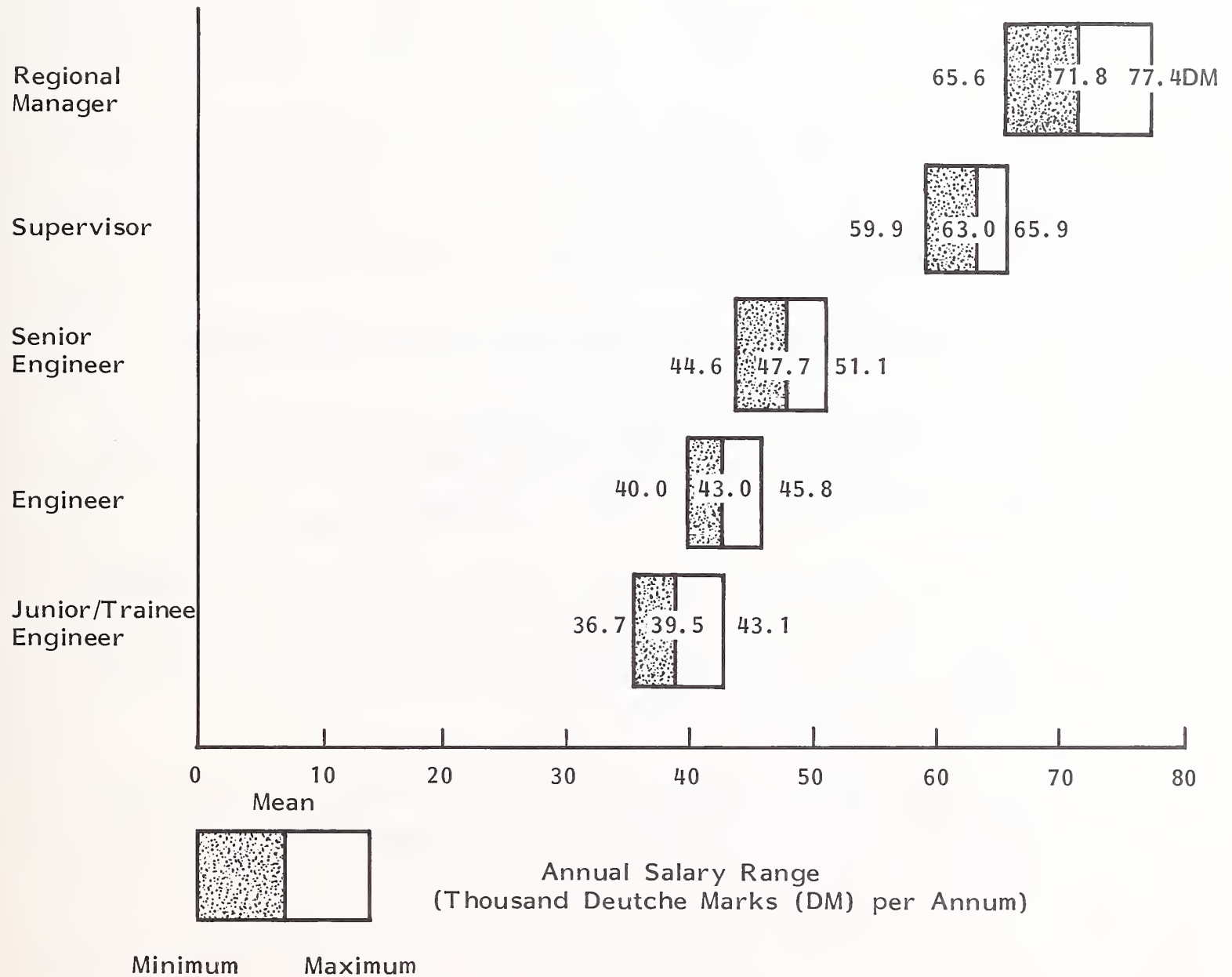


Number of Customer Service Personnel in  
Surveyed Companies More Fewer



# EXHIBIT III-26

## AVERAGE SALARY RANGE BY JOB FUNCTION – GERMANY



JOB TITLE	AVERAGE		MEAN	ABSOLUTE	
	MAXIMUM	MINIMUM		MAXIMUM	MINIMUM
Regional Manager	77,360	65,600	71,800	81,800	48,000
Supervisor	65,910	59,850	62,955	70,800	36,000
Senior Engineer	51,119	44,562	47,746	61,200	40,900
Engineer	45,842	39,951	42,994	55,200	24,000
Junior/Trainee Engineer	43,100	36,725	39,500	51,600	31,450

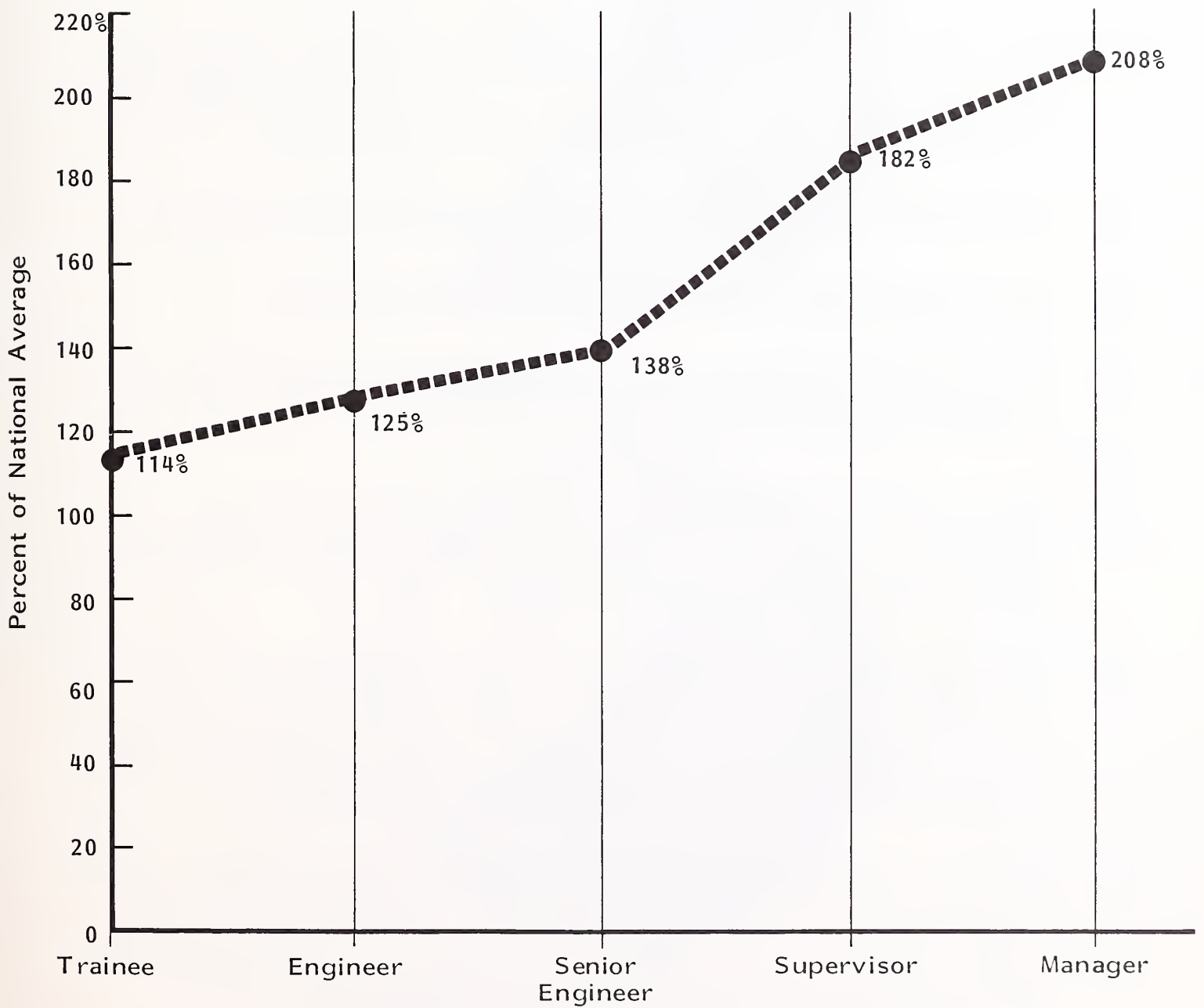
- The average figures quoted in columns one to three of the table are the weighted averages of the data given by respondents. All companies surveyed operate a salary progression system with a grade maximum and minimum. The data have been weighted by the number of personnel in each job.

b. Service Engineers' Salaries Compared to National Average Wage

- Provisional EEC figures give an average wage for manual workers of 16.26 DM per hour. Based on an average 40.8 hour working week, the average annual wage for West Germany is 34,500 DM.
- The mean salaries from the above table show that the service engineer's salary is 25% above the national average annual salary. These relatively high rates of pay attract good calibre personnel and lead to the levels of customer satisfaction mentioned previously.
- The table below demonstrates the variance of customer service personnel salaries from the national average wage, which is graphically shown as Exhibit III-27.

EXHIBIT III-27

COMPARISON OF FIELD SERVICE SALARIES WITH  
NATIONAL AVERAGE WAGE – GERMANY



	MEAN SALARY	PERCENT OF AVERAGE WAGE
Manager	71,800	208%
Supervisor	62,955	182%
Senior Engineer	47,746	138%
Engineer	42,994	125%
Trainee	39,500	114%

#### 4. BONUSES

- Sixty percent of the companies surveyed have bonus schemes in operation. In most cases, however, bonus schemes are restricted to managerial staff. Only one company has a scheme that covers all field service personnel.
- Exhibit III-28 illustrates the bonus position for both companies and personnel.

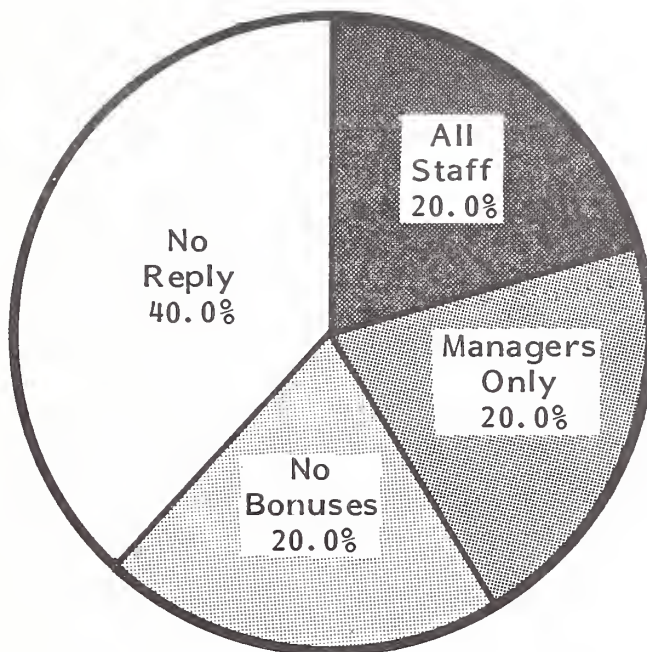
#### 5. THE WORKING WEEK, OVERTIME AND STANDBY PAYMENTS

- Most companies (60%) have a 40-hour standard working week. Other companies work 38.75 hours as a standard.
- Overtime varies from an average of three hours to ten hours in one case. The weighted average for overtime working is 3.6 hours per week. Exhibit III-29 shows the distribution of overtime working.
- Overtime payments are a standard uplift of 25% of salary for normal overtime and +50% for overtime on Sundays and public holidays. In some circumstances, depending upon the number of hours worked, payments can be +40% of basic salary and +100% for overtime worked on a public holiday.
- There is a varied picture for standby payments. Forty-two percent of personnel receive them as a matter of course, at a rate of regular pay +15% for standby during the week or +30% for standby over the weekend. A further 10% of staff receives standby payments on an irregular basis.

EXHIBIT III-28

BONUS SCHEMES – GERMANY

Bonuses Paid by Company



Bonuses Received by Personnel

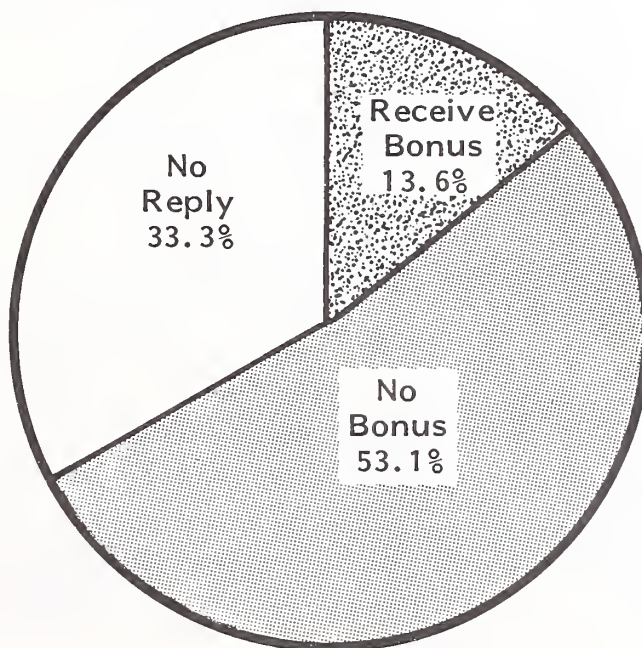
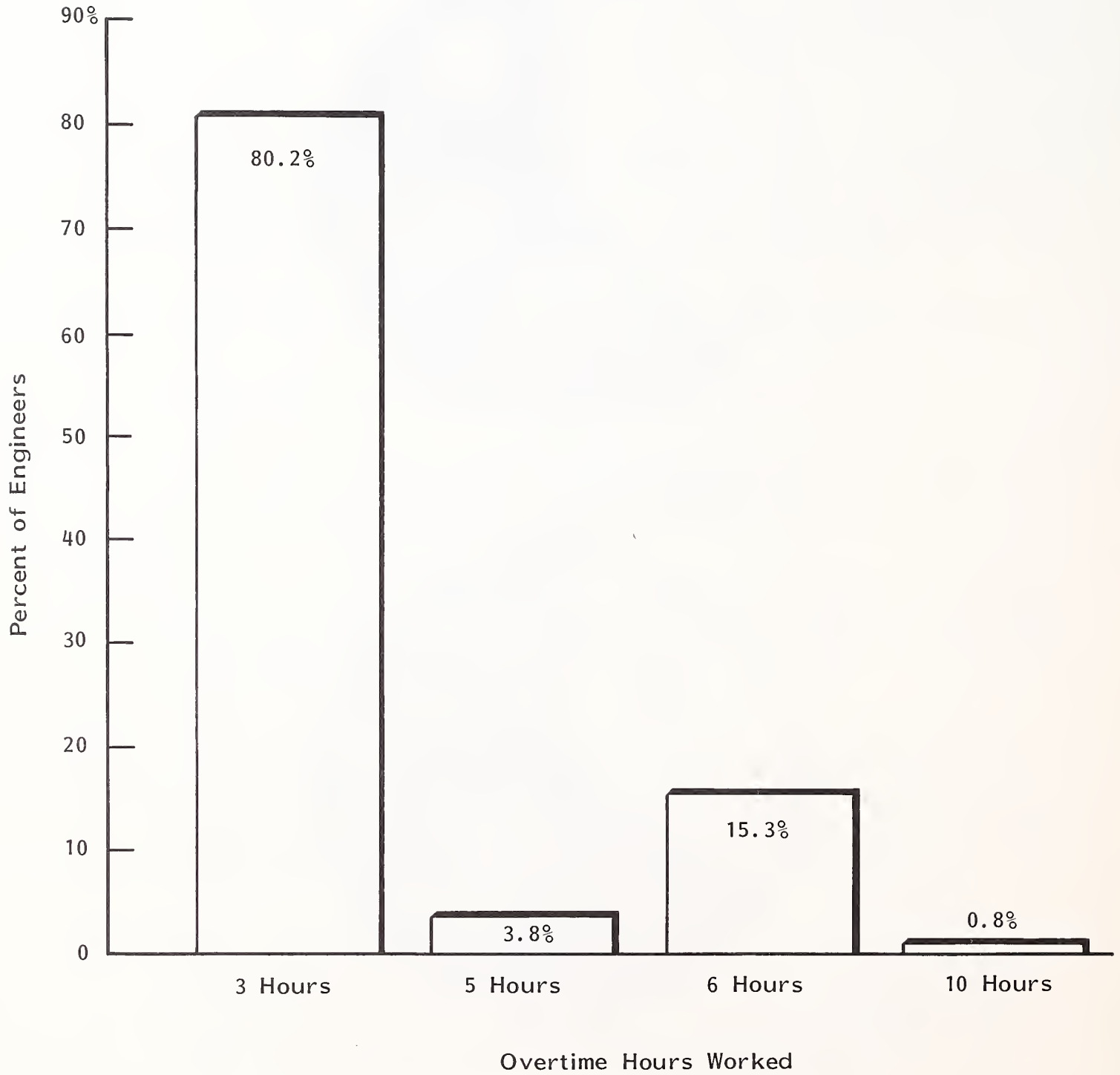


EXHIBIT III-29

OVERTIME HOURS WORKED BY GERMAN ENGINEERS





## 6. PENSION SCHEMES, INSURANCE AND HEALTH CARE

- Ninety-nine percent of all field service personnel surveyed are members of company pension schemes. Of these, 84% contribute to the scheme.
- Private health care is a relatively uncommon fringe benefit, enjoyed by only 15.8% of personnel.
- The provision of accidental death and injury insurance is universal, but eligibility is sometimes restricted to those employees having a minimum period of service.
- The maximum level of coverage provided was a flat rate, varying between 100,000 and 400,000 DM, or was dependent upon the employee's salary.

## 7. SHARE OPTION

- None of the respondents had a company-sponsored share purchase plan.

## 8. SALES COMMISSION AND INCENTIVE BONUSES

- None of the respondents paid field service personnel commission on the sale of service or company products.
- Incentive bonuses can be earned by 16% of employees.

## 9. COMPANY CARS

- Company cars are provided for all field service personnel but generally not for office-based support staff. In all cases, employees are allowed free private use of the company cars.

## 10. EXPENSES POLICY

- Control of travelling and subsistence expenses is an important managerial task. The two most common methods used are either to pay agreed-upon expenses as incurred (generally subject to an upper limit) or to pay an agreed-upon daily rate regardless of actual expenditure.
- All respondents have adopted the latter approach rather than pay actual expenses.
- Advances for expenses are not generally available, nor are company credit cards issued to field service personnel.

## 11. OTHER BENEFITS

- The only additional fringe benefits mentioned by respondents are a daily allowance for lunch and the provision of free sports facilities.

## D. BELGIUM

### 1. THE SAMPLE

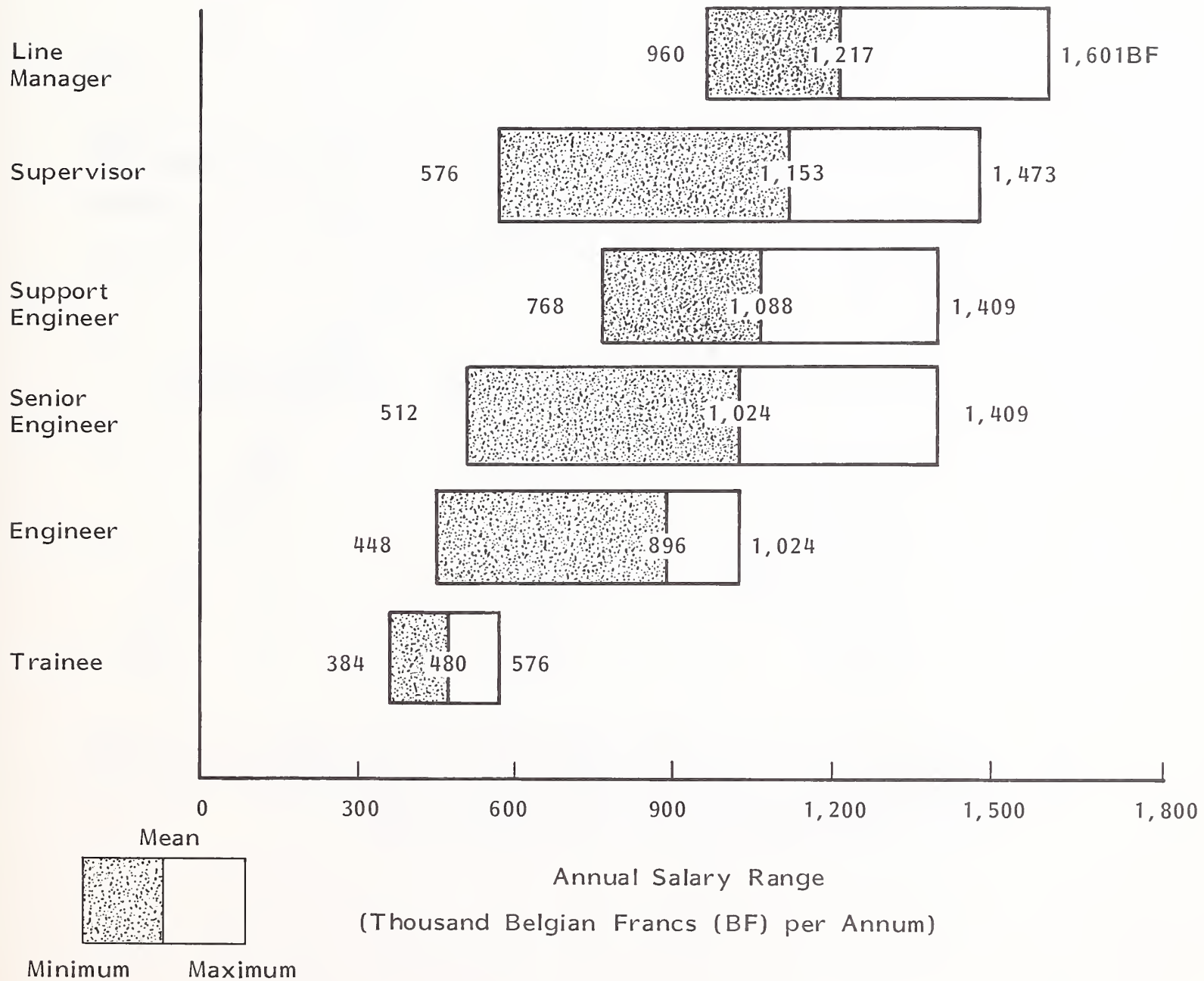
- The responses received covered 750 field service personnel.

### 2. SALARY RANGES

- The salary ranges are shown in the table below and graphically in Exhibit III-30. Figures are for annual salaries in thousand Belgian francs (BF).

# EXHIBIT III-30

## SALARY RANGE BY JOB FUNCTION – BELGIUM



JOB FUNCTION	MINIMUM	MAXIMUM	MEAN
Line Manager	960	1,601	1,217
Supervisor	576	1,473	1,153
Support Engineer	768	1,409	1,088
Senior Engineer	512	1,409	1,024
Engineer	448	1,024	896
Trainee	384	576	480

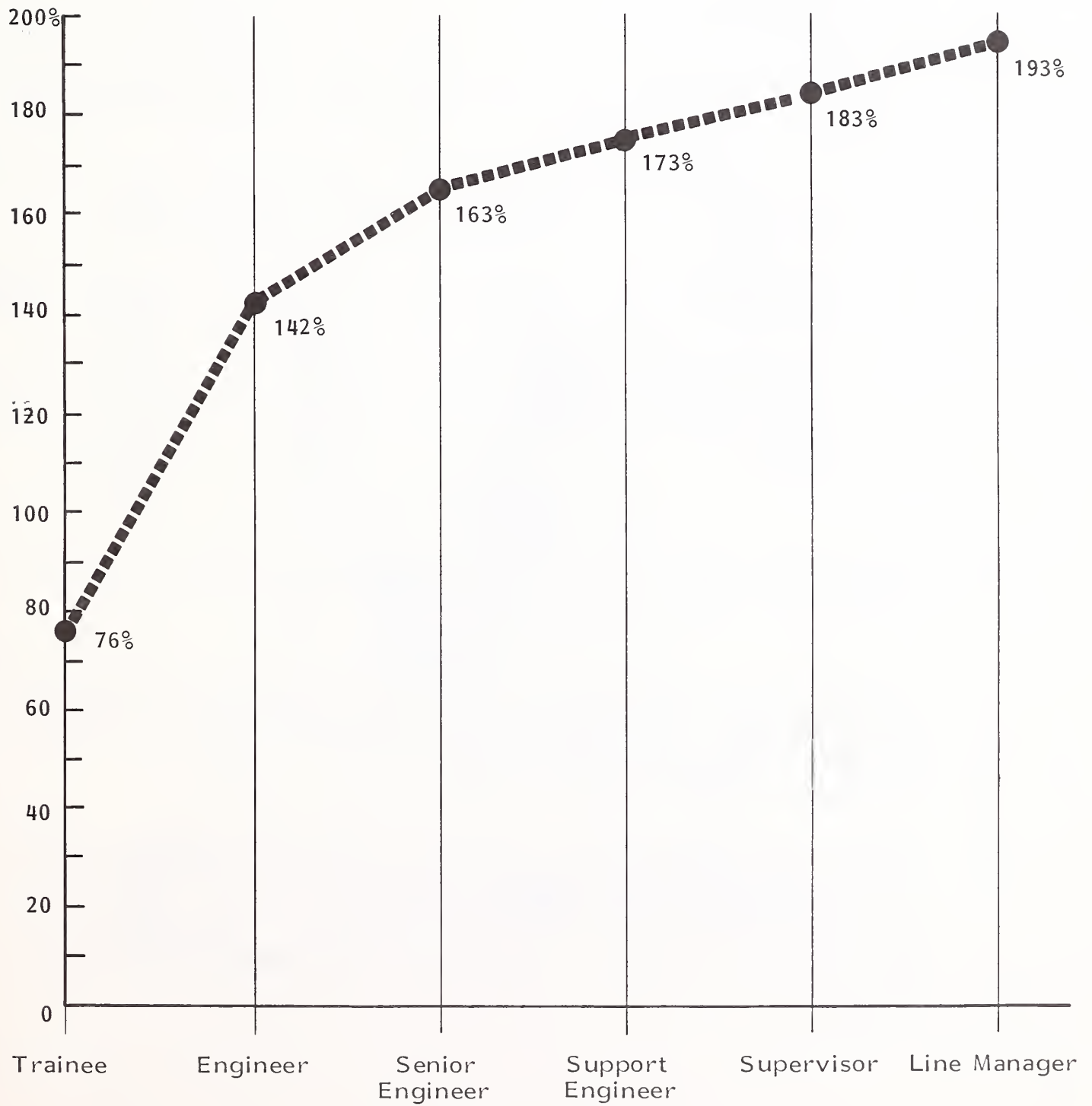
- Provisional EEC statistics show the average hourly wage for manual workers to be 340.26 BF per hour. This grosses up to an annual salary of 630,000 BF. The table below compares average field service salaries with this national average. Exhibit III-31 presents these data graphically. Mean salaries are in thousand BF.

JOB FUNCTION	MEAN SALARY	PERCENT OF AVERAGE WAGE
Line Manager	1,217	193
Supervisor	1,153	183
Support Engineer	1,088	173
Senior Engineer	1,024	163
Engineer	896	142
Trainee	480	76

- Clearly, engineers and senior engineers are relatively well paid compared to the national norm. This is reflected in the fact that users give a high quality rating for their engineers--7.75 on a one-to-ten scale.

EXHIBIT III-31

COMPARISON OF FIELD SERVICE SALARIES WITH  
NATIONAL AVERAGE WAGE – BELGIUM



## E. THE NETHERLANDS

### 1. THE SAMPLE

- Responses received covered 307 field service personnel.

### 2. SALARY RANGES

- The salary ranges are shown in the table below. Annual salaries are in guilders.

JOB TITLE	MINIMUM	MAXIMUM	MEAN
Line Manager	50,575	74,375	61,285
Supervisor	44,625	53,550	51,897
Support Engineer	50,634	64,320	59,500
Senior Engineer	35,700	47,600	41,918
Engineers	29,750	41,650	37,501
Trainees	22,313	32,725	31,238

- Data from the above table are presented graphically in Exhibit III-32. Annual salaries are in thousand guilders (Gui).
- Provisional EEC statistics show the average hourly wage in the Netherlands to be 17.04 guilders. One surprising aspect of the data is that there has been no increase in average wages for two years.
- Based on an average 40.6-hour week, the average annual salary is 35,975 guilders. The field service engineer's salary, then, is only marginally above the average annual salary. The table below compares all salaries (in guilders) with the national average. These data are also presented graphically in Exhibit III-33.



# EXHIBIT III-32

## SALARY RANGE BY JOB FUNCTION – NETHERLANDS

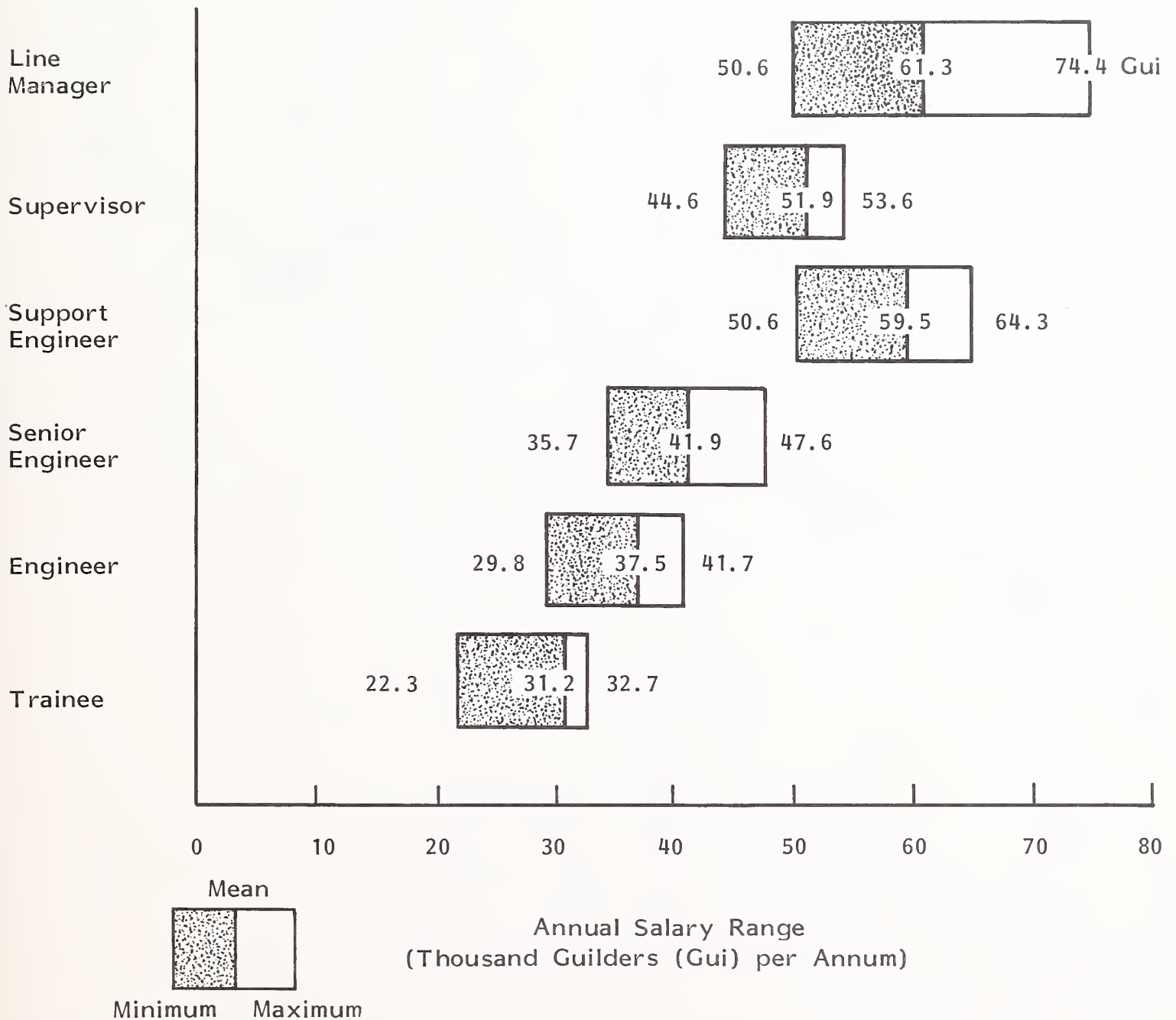
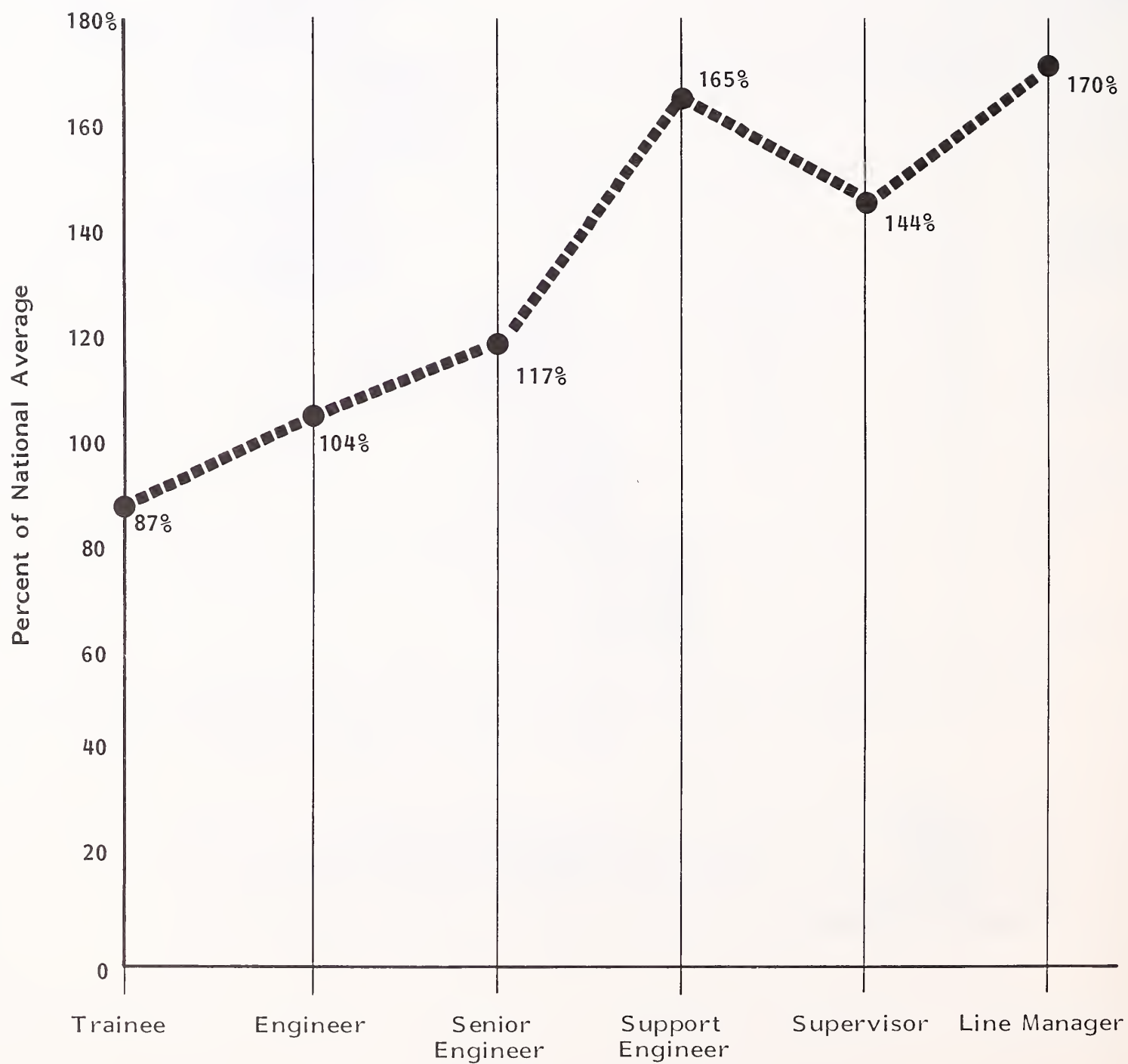


EXHIBIT III-33

COMPARISON OF FIELD SERVICE SALARIES WITH  
NATIONAL AVERAGE WAGE – NETHERLANDS



JOB TITLE	MEAN SALARY	PERCENT OF AVERAGE WAGE
Manager	61,285	170%
Supervisor	51,897	144%
Support Engineer	59,500	165%
Senior Engineer	41,918	117%
Engineer	37,501	104%
Trainee	31,238	87%



CODE: FEIC

Please return completed

questionnaire to:

JOHN BULL  
INPUT LIMITED  
35, Piccadilly  
London W1V 9PB  
01-439-8985

BACKGROUND INFORMATION

NAME: \_\_\_\_\_  
POSITION: \_\_\_\_\_  
COMPANY: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
TEL NO: \_\_\_\_\_

If you would like a summary of the results of this survey please tick this box.

What is the annual revenue of your company? \_\_\_\_\_  
How many people are employed in your department? \_\_\_\_\_  
What is the total number of people employed in your company? \_\_\_\_\_  
What is the main activity of your company/organisation? \_\_\_\_\_  
\_\_\_\_\_

1. EXECUTIVE JOBS ONLY: If the job is not executive, please go to Question 2.

- a) Your job title: \_\_\_\_\_  
b) Directly reporting to: \_\_\_\_\_  
c) Organisation level (where 1 = Chief Executive, 2= those reporting directly to the Chief Executive, etc. \_\_\_\_\_  
d) Corporate Officer: Yes \_\_\_\_\_ No \_\_\_\_\_  
e) Number Employees Directly Supervised \_\_\_\_\_  
f) Total Number Employees Supervised \_\_\_\_\_  
g) Annual Operating Budget in £ Thousand £ \_\_\_\_\_  
h) Annual Base Salary £ \_\_\_\_\_  
i) Cash Bonus Earned in Most Recent Year £ \_\_\_\_\_  
j) Company Car Provided: YES \_\_\_\_\_ NO \_\_\_\_\_  
k) Additional Life Insurance Provided: YES \_\_\_\_\_ NO \_\_\_\_\_  
l) Club Membership Provided: YES \_\_\_\_\_ NO \_\_\_\_\_  
m) Eligible for Share Option: YES \_\_\_\_\_ NO \_\_\_\_\_

Please go to Question 3.

2. NON EXECUTIVE JOBS ONLY.

- a) Internal Job Code \_\_\_\_\_
- b) Your Salary Grade \_\_\_\_\_
- c) Number at your grade \_\_\_\_\_
- d) Average Actual Salary £ \_\_\_\_\_
- e) Established Range Minimum £ \_\_\_\_\_
- f) Established Range Maximum £ \_\_\_\_\_
- g) Salary Code (annual A; month M; weekly W) \_\_\_\_\_
- h) Directly reporting to: \_\_\_\_\_

3. OVERTIME PAYMENTS

- 3.1 How many hours in normal working week? \_\_\_\_\_
- 3.2 How many hours overtime are worked in an average week? \_\_\_\_\_
- 3.3 Is overtime paid? YES/NO  
(If NO skip to Question 4)
- 3.4 What is the normal rate for overtime (e.g. Regular Pay +  $\frac{1}{2}$ )? \_\_\_\_\_  
What is the overtime rate for Sunday/Bank Holiday working? \_\_\_\_\_  
Are there any times when a different rate will apply? YES/NO  
If YES, what are they? \_\_\_\_\_  
\_\_\_\_\_
- 3.5 Is overtime paid during training? YES/NO  
If YES at what rate? \_\_\_\_\_

4. SHIFT PREMIUMS

- a) Is there a premium for scheduled week-end working? YES/NO  
If YES, what rate? \_\_\_\_\_
- b) Is there a premium for night working? YES/NO  
If YES, what rate? \_\_\_\_\_
- c) Is there an unsocial hours payment? YES/NO  
If YES, what rate? \_\_\_\_\_

5. If a holiday falls on a Saturday, Sunday, or during a vacation period, is the employee entitled to:

- a) An extra day's pay
- b) Another day off, with pay

Answer by placing (a) or (b) or both after each:

Saturday \_\_\_\_\_  
Sunday \_\_\_\_\_  
Vacation \_\_\_\_\_



6. Do you pay a premium for "standby" status? YES \_\_\_\_\_ NO \_\_\_\_\_  
Regular pay + \_\_\_\_\_ %  
Do you pay a premium for "call in" status? If so, how much?  
Regular pay + \_\_\_\_\_ %  
Do you pay for a minimum number of hours if a field service employee is called in? If so,  
how many? \_\_\_\_\_

7. TRAVEL POLICIES

For overnight travel by field service personnel, do you pay:

- a) Reimbursement for actual expenses \_\_\_\_\_  
b) Per diem rate \_\_\_\_\_

If you pay a per diem rate:

Do you differentiate the rate by area of travel? YES/NO

What is your per diem rate - London £ \_\_\_\_\_  
- Elsewhere £ \_\_\_\_\_

8. Do you provide travel advances for field service personnel?

YES \_\_\_\_\_ NO \_\_\_\_\_

9. Do you provide field service personnel company credit cards?

YES \_\_\_\_\_ NO \_\_\_\_\_

10. COMPANY CARS.

- a) Do you provide company cars to field service personnel?

YES \_\_\_\_\_ NO \_\_\_\_\_

If YES, which field service employees are eligible?  
\_\_\_\_\_  
\_\_\_\_\_

- b) Do you pay field service personnel a mileage reimbursement for business use of personal car?

If sliding scale, describe: \_\_\_\_\_ p/mile OR \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- c) Is corporate motor insurance provided when field service personal car is used for business?

YES \_\_\_\_\_ NO \_\_\_\_\_

- d) Do you require reimbursement for personal use of company car? YES \_\_\_\_\_

NO \_\_\_\_\_ If YES, at what rate? \_\_\_\_\_ p/mile

11. INSURANCE

ACCIDENTAL DEATH AND INJURY INSURANCE

- a) Do you have Accidental Death and Injury cover for field service personnel?

YES \_\_\_\_\_ NO \_\_\_\_\_

- b) Which field service employees are eligible? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- c) Amount of coverage is: \_\_\_\_\_

- d) Is there a maximum? YES \_\_\_\_\_ NO \_\_\_\_\_

If YES, what is it? £ \_\_\_\_\_

12. Do you have a share purchase plan? YES \_\_\_\_\_ NO \_\_\_\_\_
- a) If YES, which field service employees are eligible? \_\_\_\_\_
- b) What is the minimum and maximum employee contribution or deduction per month?
- Minimum \_\_\_\_\_ /Month
- Maximum \_\_\_\_\_ /Month
- c) In which way does the company participate in the plan?
- (Tick those applicable)
- Pay brokers' commission \_\_\_\_\_
- Pay administrative costs \_\_\_\_\_
- Offer stock at discount \_\_\_\_\_
- Match some portion \_\_\_\_\_
- Other (describe) \_\_\_\_\_
- \_\_\_\_\_
13. Is there an incentive bonus plan for field service employees in your company? YES/NO
14. Are sales commissions paid to field service employees in your company? YES/NO
- If YES, are they paid: On service products only \_\_\_\_\_
- On all company products \_\_\_\_\_
15. Are any of your field service employees represented by a union? YES/NO
- If YES, which field service employees are represented, and by what union(s)?
- \_\_\_\_\_
- \_\_\_\_\_
- What percentage of field service employees are represented by a union? \_\_\_\_\_ %
16. Do you have a Pension Plan? YES/NO
- a) If YES, is it contributory? YES/NO
17. Do you have a Medical Plan? (e.g BUPA, PPP) YES/NO
- a) If YES, is it contributory? YES/NO
18. Please give details of any other benefits the company provides:
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Please return the completed questionnaire, with, if possible, job profiles of the personnel covered by your answers to:

JOHN BULL  
SENIOR CONSULTANT  
INPUT LTD  
35, PICCADILLY  
LONDON W1V 9PB

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COMPANY: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
TEL NO: \_\_\_\_\_

If you would like a summary of the results of this survey please tick this box.

☐

What is the annual revenue of your company? \_\_\_\_\_

How many people are employed in Customer Service? \_\_\_\_\_

What is the total number of people employed in your company? \_\_\_\_\_

What is the main activity of your company/organisation? \_\_\_\_\_  
\_\_\_\_\_

What is your annual customer service budget? (Please state currency used) \_\_\_\_\_

Are any of your field service employees represented by a Union? YES/NO

If YES, which field service employees are represented, and by what union(s)?  
\_\_\_\_\_  
\_\_\_\_\_

What percentage of field service employees are represented by a union? \_\_\_\_\_

Please enter the currency used in your answers \_\_\_\_\_

**SALARIES & BENEFITS**

- 1.1 Organisation Level Please enter a figure showing the Job's reporting level in the company. E.g 1=Most senior customer service Job, 2 = those reporting directly to 1; 3 = those reporting directly to 2, etc.
- 1.2 No. Directly Supervised Please enter the number of employees directly supervised by the job holder.
- 1.3 Company grade Please enter company grade.
- 1.4 No. in grade Number of computer service employees in that grade.
- 1.5 Grade Minimum Salary The minimum basic salary for that grade.
- 1.6 Grade Maximum Salary The maximum basic salary for that grade.
- 1.7 Grade Mean Salary The average basic salary of those on that grade.
- 1.8 Salary Code The basis for the payment (a = annual, m = monthly, w = weekly, h = hourly).
- 1.9 Bonus % Please enter the percentage bonus payable.
- 1.10 Life Insurance Answer Yes or No as to whether the Company provides for Life insurance.
- 1.11 Pension Scheme Does the Company provide a pension scheme for employees in that grade? Yes or No.
- 1.12 Pension Scheme Contributable Does the employee contribute to the pension scheme? Yes or No.
- 1.13 Share Option % Does the company have a share purchase scheme? Yes or No.
- 1.14 No. of working days holiday Please enter the number of working days holiday to which the employee on each grade is entitled.
- 1.15 Private Health Scheme Does the Company provide Membership of a Private Health Scheme? Yes or No.

**OVERTIME AND SHIFT PREMIUMS**

- 2.1 Hours in standard week Please enter the number of working hours in a standard working week.
- 2.2 Hours overtime worked in average week Please enter the average number of hours overtime worked by each employee in the grade
- 2.3 Is overtime paid? Please say whether or not overtime is paid
- 2.4 Normal overtime rate Please express this as an uplift on normal salary, e.g +50%, +75%
- 2.5 Rate for Sunday and Public Holiday working Please express this as an uplift on normal salary, e.g. +100%, +150%
- 2.6 Overtime paid during training? Please say whether overtime is paid during training. Yes or No.
- 2.7 Premium for week-end work? Is a premium paid for scheduled weekend working (as opposed to overtime). If so, please enter the rate as a % age uplift on normal salary, or a fixed amount.
- 2.8 Premium for night working? As for 2.7, but for regular night work.
- 2.9 Unsocial hours payment? Is there a payment for working unsocial hours? If so, please enter the % age uplift or fixed payment.
- 2.10 Premium for stand-by status Is there a payment for the employee being on standby status. If so, please enter either the sum, or % age uplift on basic salary.
- 2.11 Premium for 'call-in' status Is a premium paid for the employee being on a 'call-in' status? If so, please enter either the sum, or % age uplift on basic salary.
- 2.12 Minimum hours paid for call-in If an employee is called in, is there a minimum number of hours which he is paid, regardless of actual hours worked? If so, please enter the minimum number of hours.

3.

**TRAVEL, INSURANCE AND OTHER BENEFITS**

- |  |   |
|--|---|
| 3.1 Pay Actual Expenses?                   | Does the company reimburse the employee for actual expenses incurred in the course of his duties? Yes or No.  |
| 3.2 Per Diem Rate                          | Does the company pay a standard per diem subsistence allowance to the employee? If so, what are the highest and lowest rates?                         |
| 3.3 Provide travel allowances?             | Does the company provide advances for travel for the employee? Yes or No.   |
| 3.4 Use of company credit cards?           | Does the company provide the employee with company credit card for use on business? Yes or No.  |
| 3.5 Company car provided?                  | Is a company car provided for business use? Yes or No.  |
| 3.6 Mileage rate for use of own car.       | Please enter the average rate per mile paid when the employee uses his own car on business.   |
| 3.7 Charge for personal use of company car | Does the company charge the employee for private use of the company car? If so, at what rate.   |
| 3.8 Accident or injury insurance?          | Does the company provide accident or injury insurance for the employee when on business? Yes or No.   |
| 3.9 Amount of cover                        | If 3.8 is yes, what is the maximum amount of cover provided?  |
| 3.10 Incentive Bonus?                      | Please enter the % age rate of any incentive bonus paid to the employee?  |
| 3.11 Sales commission paid                 | Are sales commissions paid to the employee for - a) Service products (Yes or No), b) any company products (Yes or No). If so, what is the % age rate. |

1. SALARIES AND BENEFITS

	1.1	1.2	1.3	1.4	1.5	1.6	1.7	1.8	1.9	1.10	1.11	1.12	1.13	1.14	1.15
JOB TITLE	Orgn. Level	No. Directly Superv'd	Co. Grade	No.in Grade	Grade Min. Salary	Grade Max. Salary	Grade Mean Salary	Salary Code (W/M/A)	Bonus %	Life Insurance (Y/N)	Pension Scheme (Y/N)	Pension Scheme Contri- butory	Share Option (Y/N)	No.of Working days Holiday	Private Health Scheme (Y/N)
1.															
2.															
3.															
4.															
5.															
6.															
7.															
8.															
9.															
10.															



2. OVERTIME AND SHIFT PREMIUMS

	2.1	2.2	2.3	2.4	2.5	2.6	2.7	2.8	2.9	2.10	2.11	2.12
JOB TITLE	Hours Standard Week	Hours Overtime Worked in Avge-wk	Is Overtime Paid? (Y/N)	Normal Overtime Rate (%)	Rate for Sunday/ Public Holidays	Overtime Paid during Training (Y/N)	Premium for week- end work?	Premium for Night Working	Unsocial Hours Payment,	Premium for stand- by status, by status	Premium for call- in Status	Minimum hours Paid for 'Call-in'
1.												
2.												
3.												
4.												
5.												
6.												
7.												
8.												
9.												
10.												

3. TRAVEL, INSURANCE AND OTHER

JOB TITLE	3.1	3.2		3.3	3.4	3.5	3.6	3.7	3.8	3.9	3.10	3.11		
	Pay actual expenses (Y/N)	Per Diem Rate		Provide Travel advances (Y/N)	Use of Company Credit Cards	Co.Car provided (Y/N)	Mileage Rate for use of own car	Charge for Personal use of Co.Car	Accident or Injury Insurance (Y/N)	Amount of cover	Incentive Bonus %	On Ser. Prod Y/N	On all Prod Y/N	% Rate
1.														
2.														
3.														
4.														
5.														
6.														
7.														
8.														
9.														
10.														

4. Please list any other benefits provided, indicating which employees they apply:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_

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